USAID/CENTER FOR HUMAN CAPACITY DEVELOPMENT

RESULTS REVIEW AND RESOURCE REQUEST (R4)

2001-04-01

Please Note:

The attached FY 2002 Results Review and Resource Request ("R4") was assembled and analyzed by the country or USAID operating unit identified on this cover page.

The R4 is a "pre-decisional" USAID document and does not reflect results stemming from formal USAID review(s) of this document.

Related document information can be obtained from:

USAID Development Experience Clearinghouse
1611 N. Kent Street, Suite 200
Arlington, VA 22209-2111
Telephone: 703/351-4006 Ext. 106
Fax: 703/351-4039
Email: docorder@dec.cdie.org
Internet: http://www.dec.org

Released on or after Oct. 1, 2003

MEMORANDUM

Attached is G/HCD's R4 for FY 2003, reporting on results of our programs in FY 2000 and requesting resources for FY 2003.

Table of Contents

Glossary

Overview Factors Affecting Program Performance

Introduction

During FY 2000, Center for Human Capacity Development (G/HCD) led Agency participation in initiatives such as Education for All (EFA), the Internet for Economic Development (IED), and the Digital Opportunities Task Force (DOT-Force). The former focuses on universal primary education by 2015 and equal access for girls by 2005, while the latter two focus on bridging the "digital divide." For all three initiatives, G/HCD developed background information and position papers for Presidential, visits, international fora and G-8 meetings. G/HCD helped facilitate dialogue between USAID and the U.S. Higher Education Community (HEC) on future directions and the evolving partnership, and coordinated USAID collaboration with Department of Labor regarding abusive child labor and its links with basic education.   G/HCD advocacy and leadership led to the acceptance of information technology (IT) as a cross-cutting theme in the revised Agency's Strategic Plan. G/HCD also took the lead in raising awareness throughout the Agency and with donors and partners regarding the hollowing out of sectoral institutions and the loss of human capacity caused by the HIV/AIDS pandemic.

FY 2000 was a successful, but difficult year for the Human Capacity Development Center. Demand from the field increased, while issues like HIV/AIDS, IT and child labor required increased attention. At the same time, unexpected transfers and retirements decimated the Basic Education unit, which lost its Team Leader and two senior education specialists. The Training unit lost its Team Leader.   Despite being short-staffed, G/HCD activities met or exceeded all targets.

Basic Education (SO1)

Economic growth in developing countries demands the creation of a productive and skilled workforce. Basic education for all children is the necessary first step. The positive linkages between education and other USAID strategic goals are equally well established. Better, more accessible basic education raises agricultural output/productivity, improves environmental stewardship, encourages ethnic tolerance and respect for civil liberties, and builds democratic values and practices. Additionally, there are specific benefits linked to increased school attendance among girls that lead to higher incomes, better family health, increased child survival, smaller families, and improved social status for women. Dramatic increases in primary school enrollment -- an 88% increase in developing countries -- is a global success story over the past 30 years, as are the similar significant impacts in overall literacy and girls' access to education.

However, there are still over 113 million children not in school, two-thirds of whom are girls, notably in Africa and Asia. An important lesson learned is that quality cannot be de-linked from access. Moreover, new issues make it more difficult to reach target groups. Abusive labor practices are a major deterrent to basic education access and are

increasingly a focus of cooperative work with Department of Labor. HIV/AIDS has raised issues of how to best provide education to orphans with a decimated teacher corps and what constitutes quality education when the economic and social fabric is under high stress. Finally, there is a useful overlap with the information technology (IT) strategic objective in applying IT to improve the quality of education as well as access.

Regarding overall performance, the indicator goal of 90% gross primary school enrolment in countries with USAID-assisted basic education was achieved. At the intermediate result (IR) level, all results are either on target or have exceeded targets. The accelerating negative impacts of HIV/AIDS and the large number of countries in crisis suggest not changing targets where they have been exceeded. In the future, many basic education indicators in HIV/AIDS –impacted countries will begin go in the wrong direction after 30 years of positive gains. Success will be relative and describing success will require counter-factual arguments that show how declines would have been greater without the USAID intervention.

Higher Education and Workforce Development (SO2)

FY 2000 was a banner year for Higher Education and Workforce Activities. Increasingly, the World Bank, Inter-American Development Bank, and other multilateral development banks and developing nations are requesting technical cooperation for higher education reform with the goal of achieving more rapid and effective social and economic development. The number of higher education and workforce partnerships increased from 52 in FY 99 to 87 in FY 00 due to buy-ins from the Africa Bureau and field missions in Africa and Latin America. These partnerships leverage nearly $1 for every $1 of USAID's investments, making higher education and workforce development partnerships one of the most cost-effective mechanisms available to missions and regional bureaus. Both the International Development Program (IDP) for higher education partnerships with Historically Black Colleges and Universities (HBCUs), inaugurated in FY 1998, and the Higher Education Partnership for Development, initiated in FY 97, have continued to receive strong regional bureau support.

Examples of striking partnership and leadership results include:

The Haskell Indian Nations University partnership with Gorno-Altaisk State University (Russia) received a $61,000 grant from the Environmental Protection Agency and a fellowship award from the National Security Education Program for an indigenous student to assist researchers with the community water quality assessment activity in Siberia. This partnership has already leveraged $143,275 for USAID's initial investment of $100,000.

To date, 44 graduate students and natural resource managers from 12 Latin American countries have been trained in intensive 4-week field courses on the Amazonian ecosystem. In addition, 77 students subsequently received post-course fellowships to further research in their respective countries. The Universidad Nacional de la Amazonia

Peruana which is in partnership with Duke University was formally admitted into the 55-member consortium of the Organization for Tropical Studies. This partnership has brought an additional $439,146 to complement USAID's $100,000 investment.

Another high impact activity is the education of individuals in the U.S to the MS and PhD level. Many returnees have assumed key leadership positions. For example, Dr. Rolland Razafimanharo (MBA, Pace University, NY), became the Chief Executive Officer of Air Madagascar -- which coincided with the World Bank and IMF structural adjustment program to liberalize and privatize air transportation. Under Dr. Rolland Razafimanharo's leadership passenger traffic increased by 60%, international traffic has tripled, and revenues have quadrupled.

The Workforce Planning Team, which includes other USAID technical and regional offices, pioneered the development of new policy appraisal tools and conducted technical assistance activities in Egypt and Sri Lanka. In Egypt, President Mubarak has underscored the need for human resource development in order to increase Egypt's competitiveness in the global economy. As a result, USAID/Egypt, supported by the Workforce Planning Team, created a workforce development strategic objective focused on "Skills for Competitiveness." Information technology and tourism assessments initiated in 1999 led to focused activities with these clusters. Accomplishments included the development of a Tourist Federation work plan for 2000, training Federation staff in the development of the Federation's web site, and the design and pilot testing of Workforce Demand Assessment Survey for the hotel-lodging industry in Egypt. The Egyptian Tourist Federation has also asked the American Hotel & Motel Association's (AH&MA) Education Institute to work with them in training trainers and strengthening certification programs.

Additionally, in FY 2000, eight new higher education workforce development partnerships were launched and another 12 partnerships continued workforce skill development activities. Houston Community College and the University of Delhi (India) designed 12 new vocational curricula in the areas of family and child welfare, nutrition, HIV/AIDS, and health management. Middlesex Community College (Massachusetts) and Addis Ababa Commercial College (Ethiopia) produce a draft operations manual and training program manual to support a new Micro and Small Business Assistance Center. Partners also developed a new course in entrepreneurship and incorporated it into the formal small business curriculum at the American Association of Community Colleges (AACC).

The iNdlovu Consortium for Lifelong Learning of the University of Natal-Pietermaritzburg (South Africa) -- comprised of 42 partner organizations including the Bronx Community College (NY) -- focused on the assessment and skills training of under-prepared students wishing to continue higher education or acquire the necessary skills to enter the workforce in South Africa. The partnership developed a database of training resources and potential work sites for internships, apprenticeships, and businesses. Six high schools in the Kwa Zulu Natal region and six high schools in the

U.S. were linked up this period with the purpose of helping prepare students to live and work in a global economy.

International and In-Country Training (SO3)

The Training Team continues to provide technical leadership and value-added services to field missions and regional bureaus in state-of-the-art best practices and support mechanisms. Field requests include training technical assistance for missions and partners; activity buy-ins to the Global Training for Development (GTD) project; implementation of comprehensive training management software; visa and health insurance support for participants coming to the U.S.; and evaluation, monitoring, and planning services through the Global Evaluation and Monitoring (GEM) project. Reduced staff levels limited the Team's ability to respond to all mission requests for technical assistance.

Demand for GTD, the major instrument to implement mission training not covered by project assistance contracts, has experienced a notable decline. A successor and more client-friendly activity called Strategic Technical Assistance for Results with Training (START) was designed with the benefit of GTD lessons learned and input from field customers. START will feature a wider menu of services, be easier and faster to access and more cost-effective. START is scheduled for award in spring 2001 and will provide an overlap with the GTD as it phases out.

The SO3 Team represents USAID on the Interagency Working Group for International Exchanges and Training (IAWG) that is led by the Department of State and includes over 36 federal agencies. Annually, USAID provides a detailed monitoring report on U.S. and third-country training to the IAWG as well as general information on the types of in-country and distance training provided by USAID.

Two major G/HCD accomplishment were (a) the decision to make TraiNet USAID's corporate training management software and included the transfer of responsibility to USAID's information technology office for TraiNet maintenance and software upgrades; and (b) the IAWG decision to recommend the use of TraiNet throughout the Federal government. TraiNet adoption overseas continues to expand; currently it is in use at 333 sites worldwide. G/HCD plans to continue to support TraiNet use by training mission staff to the extent funds are available.

The profile of mission training portfolios has changed in the last several years and the Team's strategic thrust has followed suit. As a result of an increased focus on short-term results and mission budget cuts, U.S. academic training numbers have declined by 70% since 1994 and the use of in-country and, to a lesser extent, third country training venues has dramatically increased. A growing part of the SO3 portfolio, therefore, is in activities to strengthen the training capacity of local organizations, especially host-country NGOs for whom training is part of their specialized technical services, and to support the progressive implementation of distance and computer-based training in in-country programs.

While the change to non-U.S. training reflects mission decisions on the most productive use of limited training funds, the decline in training in the United States led the IAWG to call for a reinvigoration of U.S. participant training for reasons of foreign policy, trade, and international security. For example, the USAID Mission Director in Cairo reports that the top seven ministers in the Egyptian Government are graduates of U.S. universities, a USG investment in human capital that took place 25-35 years ago. Thus, we are likely to see a greater U.S. government emphasis and investment in international training in the coming months and years. An expanded budget will be required to meet increased mission demand for support of both in-country and international training, promote the use of cost-effective information technologies for training, and meet growing IAWG requirements for monitoring and reporting.

Telecommunications and Information Technology (SO4)

During FY 2000, G/HCD expanded its leadership and technical support required for implementing the activities of the Agency-wide Information Technology Team and the development of the Presidential Initiative for Internet for Economic Development (IED). In particular, G/HCD's support for Internet for Economic Development, coupled with Presidential visits to India and Nigeria, led to significant progress in creating modern telecommunications regulatory and operating environments conducive to providing greater access and affordability for under-served populations.

SO4 increased its work with the Department of State, Federal Communications Commission, Department of Commerce and other federal agencies to provide technical assistance to improve host-country telecommunications policies. It exceeded its objectives for training in telecommunications through the U.S. Telecommunications and Training Institute (USTTI). Finally, new models for distance learning and community information and learning systems are being implemented in Romania, Morocco, Namibia, Benin, Egypt, and Ghana, and several others are in the early planning stages. These activities of the SO4 Team will help to overcome the Digital Divide and lead the Agency's participation in the Digital Opportunities Task Force of the G-8.

Adjustments to Indicators and Targets/Area for Improvement

A few program modifications and revisions in IR indicators and targets have occurred as a result of program experiences, evaluations, and budgetary cutbacks during FY 2000. These program modifications and changes in indicators and targets are discussed in each section. Although only four indicators per SO are presented in this year's R4, the Center continues to monitor the results for all other current indicators.

Possible adjustments to activities and indicators may be required as a result of the HIV/AIDS pandemic. Continued and increased Congressional interest and earmarking in food for education, basic education and abusive child labor may also require program modifications. Finally, the new USAID Global Development Alliance (GDA) initiative could also require activity and indicator modifications over the next year.

SO Text for SO: 935-001 Basic education, especially for girls, women, and other under-served populations, improved and expanded

Country/Organization: Center for Human Capacity Development

Objective ID: 935-001

Objective Name: Basic education, especially for girls, women, and other under-served populations, improved and expanded

Self Assessment: Exceeding Expectations

Primary Links to Agency Strategic Framework: **(Please Assign Percentages, Total Equals 100):**

0% 1.1 Critical private markets expanded and strengthened
0% 1.2 More rapid and enhanced agricultural development and food security encouraged
0% 1.3 Access to economic opportunity for the rural and urban poor expanded and made more equitable
0% 2.1 Rule of law and respect for human rights of women as well as men strengthened
0% 2.2 Credible and competitive political processes encouraged
0% 2.3 The development of politically active civil society promoted
0% 2.4 More transparent and accountable government institutions encouraged
100% 3.1 Access to quality basic education for under-served populations, especially for girls and women, expanded
0% 3.2 The contribution of host-country institutions of higher education to sustainable development increased
0% 4.1 Unintended and mistimed pregnancies reduced
0% 4.2 Infant and child health and nutrition improved and infant and child mortality reduced
0% 4.3 Deaths, nutrition insecurity, and adverse health outcomes to women as a result of pregnancy and childbirth reduced
0% 4.4 HIV transmission and the impact of the HIV/AIDS pandemic in developing countries reduced
0% 4.5 The threat of infectious diseases of major public health importance reduced
0% 5.1 Threat of global climate change reduced
0% 5.2 Biological diversity conserved
0% 5.3 Sustainable urbanization including pollution management promoted
0% 5.4 Use of environmentally sound energy services increased
0% 5.5 Sustainable management of natural resources increased
0% 6.1 Urgent needs in times of crisis met
0% 6.2 Personal security and basic institutions to meet critical intermediate needs and protect human rights re-established

Link to U.S. National Interests: Economic Prosperity

Primary Link to MPP Goals: Economic Development

Secondary Link to MPP Goals (optional): Global Growth and Stability

(Page limitations for narrative begin here):

Summary of the SO:
The education track record over the past thirty years is highly positive in most developing countries. Progress in basic education has significant and direct development impacts.

Expanded and improved basic education produces faster and more equitable economic growth, reduces poverty and supports democratic values. Education of girls and women pays additional dividends in family health, lower fertility and economic empowerment. Limited access to basic education continues to be a problem of gender and/or minority status within individual societies, and the least progress has been made in Sub-Saharan Africa and South Asia. SO1 is directly linked to Agency Goal 3, "Human Capacity Built Through Education and Training." Activities to achieve this SO, and their indicators of progress, including those under subsidiary Intermediate Results (IRs), focus on special efforts to expand access for under-served groups. In addition, this SO reflects the reality that mere access to basic education of poor quality is insufficient to build the level of human capacity essential for sustainable development and achieving national competitiveness. Improvements in quality are also required. In many cases, quality issues are also directly relevant to access concerns; e.g., poor educational quality or unfriendly educational environments contribute, especially for girls, to low attendance, retention and completion rates in basic education. While the Intermediate Results are exceeding expectations, no changes are being proposed as continued states of crisis, and especially the HIV/AIDS pandemic, suggest that targets may not be reached the future.

Key Results:
G/HCD's technical leadership role under this SO includes stimulating research and transferring knowledge among countries on "best practices" addressing various factors that affect the expansion and improvement of basic education. Three indicators measure progress in enhancing access at the SO level, although only the first one will be reported in this R4. Over the strategy period, the gross primary school enrollment ratio (a weighted average of countries with USAID basic education programs chosen because of the availability of data) is projected to increase by one percent annually over the FY 1998 average base of 88 (1.0.1). The target for FY2000 was met. The primary school gender equity ratio and the primary school retention/survival rate to grade five, which are tracked but not included in this report, are also projected to increase one percent annually over the FY 1998 base (1.0.2 and 1.0.3, respectively). Although these three indicators are, arguably, only within the manageable interest of host country governments, they are useful in defining worldwide basic education trend lines against which the progress of individual countries or regions can be assessed.

Performance and Prospects:
IR 1.1: "Basic education policies strengthened and institutional capacity built." Policies and institutional capacity can have direct impact on both access and educational quality. Curriculum reform, for example, can have both policy and institutional aspects; poor curricula reduce incentives for attendance and limits achievement. The indicator of G/HCD's technical leadership and field support success in this area is the number of countries in which G/HCD strategies, assessments, analyses, techniques and lessons learned were applied for improving basic education policies and institutions (1.1.1). Under the BEPS and IEQ II projects, 10 countries used or incorporated at least one of G/HCD's policy or institution-building instruments in FY 2000, thereby exceeding the IR target. In Guatemala, for example, the IEQII project cosponsored a conference with the Ministry of Education on bilingual bicultural education that resulted in many recommendations that were incorporated by the Ministry in their strategy and workplan.

Among them was one to develop indicators of the effectiveness of the bilingual bicultural programs, a task that IEQ II completed in partnership with the Ministry. Georgia is among the countries where USAID-developed policy dialogue activities have taken place to promote the relationship between social sector democratization (stakehold-wide ownership, informed dialogue, community mobilization, shared understanding and vision, and consensus over priorities, options and trade-offs) and successful social reform. As a result of this dialogue process, it has adopted a widely owned education decentralization policy and plan. (Another indicator that will not be reported this year but is still being tracked is the quality of revised educational policies in countries that have used G/HCD policy tools [1.1.2]. Policies strengthened and/or institutional capacities enhanced continue to be key items on national education agendas, though their focus in Africa are increasingly on how the education systems can respond to the ravages of the HIV/AIDS pandemic on families and institutions.)

IR 1.2: "Knowledge about formal and out-of-school basic education learning environments generated and disseminated." One indicator has been selected to measure this result: the number of studies or research activities carried out each year in this area (1.2.1). For this indicator, 13 new studies or activities were conducted in FY 2000, thus exceeding the cumulative target of 60. The Uganda Education Sector review was facilitated by the BEPS project, took place over four separate visits, and included nine working groups that thoroughly examined educational policy, its implementation, and its impact. Findings and recommendations were widely disseminated. In Brazil, the BEPS project assisted LAC Bureau personnel in refining the USAID/Brazil child labor strategy. (The second indicator that will not be reported but will still be tracked is: the number of countries applying or piloting classroom-level interventions or using other G/HCD direct technical assistance to improve the quality of basic education [1.2.2].)

IR 1.3: "Access to quality basic education improved through the application of educational technology." The indicator selected to measure progress against this IR is the cumulative number of education institutions applying G/HCD "models of use" that increase access to quality basic education (1.3.2). (A "model of use" is a bundle of technologies and applications that provide a focus for the use of information technology within a sector.) Institutions in three new countries: Guatemala, Honduras, and Namibia applied "models of use" to increase access to quality basic education. In Namibia G/HCD assisted the National Institute for Educational Development (NIED) to develop in-service teacher training, computer-mediated tools for student-centered, project-based learning. Off-line and on-line multi-media technology was installed at teacher training colleges, as was a local network to connect the colleges to NIED and the Internet. In Guatemala the Ministry of Education in the Department of El Quiche was assisted in developing an interactive multimedia system on CD-ROM to raise teachers' professional skills and proficiency in oral and written Mayan languages. The IEQ II project assisted the Honduran Ministry of Education's Alterative Education unit to develop 160 Grade 7 lessons for out-of-school youth delivered to three pilot education center sites by interactive radio to education. This exceeds the target for FY2000. (The indicator tracked but not reported is: the cumulative number of information technology "models of use" developed [1.3.1].)

Indicators for the remaining three Basic Education IRs not included in this R4 are on track, except 1.6, and continue to be monitored. IR 1.4: The accuracy, timeliness and accessibility of data for basic education policy and program planning improved--innovative nationally-representative household education surveys, scientifically linked to large DHS data sets, have been conducted in Guinea and Uganda. IR 1.5: Capacity for providing basic education in countries in crisis or transition increased--a cooperative agreement with Seeds of Peace to promote education in the countries in crisis in the Middle East has augmented this activity. IR 1.6: Knowledge about expanding learning opportunities for children 0 to 6 years old generated and disseminated to improve child development--planned funding of activities were delayed until after the end of the fiscal year.

Possible Adjustments to Plans:
While we see no necessary adjustment to plans for the coming year yet, we want to remain flexible in managing for results. Crises, and especially the HIV/AIDS pandemic in Africa, require refocusing education policy, the content of education, and how it is effectively delivered. In the light of renewed efforts to support Education For All, those children impacted by crises, be it by war or disease or abusive child labor practices, will require special attention.

USAID is exploring a new concept called the Global Development Alliance for Basic Education which will encourage innovation in basic education and new technology dispersion; create new partnerships and expand advocacy and financial support for basic education within the private and non-governmental sectors, including NGOs, foundations, and universities; leverage non-USG resources; increase impact at the country level by involving local communities in their children's education; and streamline USAID's management and oversight. In addition, a new contract is planned to continue research and analytical support in basic education in areas such as improved classroom practices, data collection/analysis, and sector policy impacts.

We propose to drop indicator 1.3.1 "the cumulative number of information technology "models of use" developed" as a new contract mechanism will be focusing on different outcomes than the development of new models of use. An appropriate indicator will be developed once the contract is in place. The numbering will be changed so that 1.3.2 will become 1.3.1 in the future.

Other Donor Programs:
Coordination with UNESCO is essential for the development and annual updating of G/HCD's Global Education Database (GED) which can be downloaded from the Internet and is available on CD-ROM. Work with the World Bank, UNICEF, and UNESCO has informed the DHS EdData activity; a guide for the analysis of EdData will be completed by the end of 2001 through a partnership with the UNESCO Institute of Statistics. Work with UNICEF, UNESCO, IIEP, and the World Bank in secondary education and education in crisis was continued during FY 2000. The SO Team collaborated with the Education for All secretariat in UNESCO, with UNHCR's Consultation on Education in Crisis Countries, and participated in the World Conference on Education For All in

Dakar. Support was provided to the initiative to eliminate abusive child labor, managed by the U.S. Department of Labor through the International Labor Organization's International Program for the Elimination of Child Labor.

Major Contractors and Grantees:
The major contractors are:
BEPS: Creative Associates International, Inc., George Washington University, CARE, GroundWork
IEQ II: American Institutes for Research in the Behavioral Sciences (AIR), University of Pittsburgh, Educational Development Center, Juarez and Associates.
DHS EdData: Macro International
LearnLink: Academy for Educational Development (AED)
TAACS: The Centre for Development and Population Activities (CEDPA)
IQC: L.T. Associates, Inc.; The Mitchell Group
Seeds of Peace

Source:
UNESCO education data accessible through USAID Global Education Database

Indicator/Description:
Total number of children of any age enrolled in primary school divided by the total population of children of primary school age.

USAID defines the term basic education to include formal and non-formal education through primary schooling, secondary schooling, teacher training, adult literacy, and early childhood development.

Comments:
The most recent education data available that are comparable for all USAID-assisted countries are from UNESCO. These data are at least two years old by the time they are collected in country, sent to UNESCO, analyzed, and released to USAID for addition to the GED database. Because of additional time needed to train education ministry officials to complete a new UNESCO survey, updated data will not be available until June or July 2001. Therefore, these data provide a better indicator of overall trends in education than a measure of year-to-year progress. G/HCD contributes to progress measured by this indicator in collaboration with host country governments, USAID Missions, NGOs, and other donors. GER was chosen instead of net enrollment ratios (NER) because GER data are available for 16 of the 20 countries with USAID basic education programs. Targets are estimated and are based on the current rate of progress. Primary GER can rise above 100 percent because of over- and under-age children enrolled in primary school.
**Regional and world averages are population-weighted averages of all data available from countries in which USAID has significant programs in basic education. Regional averages are AFR- 80, ANE- 100, LAC- 107.

*No planned result in FY 1998 because the table was not used in FY 1997.

Performance Data Table
Fiscal Year: FY2003

Objective Name: Basic education, especially for girls, women, and other under-served populations, improved and expanded
Objective ID: 935-001
Approved: 1999   Country/Organization: Center for Human Capacity Development
Result Name: Basic education, especially for girls, women, and other under-served populations, improved and expanded
Indicator: 1.0.1: Gross primary school enrollment ratio (average of countries with USAID basic education program
Disaggregated By:

Unit of Measure: percent

Year	Planned	Actual
1998	NA*	88
1999	89	90
2000	90	90**
2001	91	NA
2002	92	NA
2003	93	NA
2004	NA	NA

Source:
Improving Educational Quality (IEQ 2) and Basic Education and Policy Reforms (BEPS) projects, and G/HCD staff

Indicator/Description:
Countries that have used or incorporated at least one of G/HCD's policy or institution-building tools

Comments:
In addition to the 27 reported last year, G/HCD contributed to improving basic education policies institutions in 10 countries: Brazil (child labor and education assessment), Democratic Republic of Congo (child soldier demilitarization assessment), Dominican Republic (strategy developed to promote educational reform), Ghana (Ghana Education Service), Guatemala (bilingual intercultural education conference), Haiti (survey of primary school classrooms), Honduras (MOE reform support), Macedonia (strategy developed for supporting minority higher education), Uganda (educational advisor provided), Zambia (school health plan developed).

Performance Data Table
Fiscal Year: FY2003

Objective Name: Basic education, especially for girls, women, and other under-served populations, improved and expanded
Objective ID: 935-001
Approved: 1999   Country/Organization: Center for Human Capacity Development
Result Name: IR 1.1 Basic education policies strengthened and institutional capacity built
Indicator: 1.1.1: Number of countries in which G/HCD strategies, assessments, analyses, techniques, and lessons learned were applied for improving basic education policies and institutions
Disaggregated By:

Unit of Measure: Number of countries (cumulative)

Year	Planned	Actual
1998	15	16
1999	25	27
2000	32	37
2001	42	NA
2002	57	NA
2003	72	NA

Source:
Improving Education Quality (IEQ 2) and Basic Education and Policy Support (BEPS), and G/HCD staff

Indicator/Description:
Baseline studies, school profiles and assessments of school factors demonstrating quality improvements

Comments:
In addition to the 54 research activities reported last year, 13 new activities were conducted in FY 2000.

IEQ: Qualitative Research Manual (Ghana), Audience Assessment (Guatemala), DIGEBI monitoring (Guatemala), Research Manual in Quiche (Guatemala), ED2004 evaluation (Haiti), Telebasica evaluation (Honduras), Assessment Strategies Needs Assessment (Jamaica), Orava Project evaluation (Slovakia), Quality Learning Exhibitions (Uganda);

BEPS: Child Labor and Education survey (Brazil), National Partnership Commission needs assessment (Haiti); Gender Equity Field Investigation (South Africa), Education Policy Sector Review (Uganda).

Performance Data Table
Fiscal Year: FY2003

Objective Name: Basic education, especially for girls, women, and other under-served populations, improved and expanded
Objective ID: 935-001
Approved: 1999   Country/Organization: Center for Human Capacity Development
Result Name: IR 1.2 Knowledge about formal and out-of-school basic education learning environments generated and disseminated
Indicator: 1.2.1: Number of G/HCD diagnostic studies or applied research activities carried out to increase knowledge about critical factors and interventions that improve the quality of basic education for children
Disaggregated By:

Unit of Measure: Number of studies or research activities (cumulative)

Year	Planned	Actual
1998	30	32
1999	50	54
2000	60	67
2001	75	NA
2002	95	NA
2003	125	NA
2004	NA	NA

Source:
LearnLink project, G/HCD staff

Indicator/Description:
Institutions are counted if they are judged by USAID staff and experts in IT to have
introduced a "model of use" into their operations

Comments:
In addition to the twelve reported last year, three new institutions applying G/HCD
models of use: the Ministries of Education in Guatemala, Honduras, and Namibia.

Performance Data Table
Fiscal Year: FY2003

Objective Name: Basic education, especially for girls, women, and other under-served populations, improved and
expanded
Objective ID: 935-001
Approved: 1999   Country/Organization: Center for Human Capacity Development
Result Name: IR 1.3 Access to quality basic education improved through the application of educational technology
Indicator: 1.3.2: Number of education institutions applying G/HCD "models of use" that increase access to basic education
Disaggregated By:

Unit of Measure: Number of institutions (cumulative)

Year	Planned	Actual
1998	8	10
1999	12	12
2000	14	15
2001	16	NA
2002	19	NA
2003	22	NA
2004	NA	NA

SO Text for SO: 935-002 The contribution of host-country institutions of higher education to sustainable development increased

Country/Organization: Center for Human Capacity Development

Objective ID: 935-002

Objective Name: The contribution of host-country institutions of higher education to sustainable development increased

Self Assessment: Exceeding Expectations

Primary Links to Agency Strategic Framework: **(Please Assign Percentages, Total Equals 100):**

0% 1.1 Critical private markets expanded and strengthened
0% 1.2 More rapid and enhanced agricultural development and food security encouraged
0% 1.3 Access to economic opportunity for the rural and urban poor expanded and made more equitable
0% 2.1 Rule of law and respect for human rights of women as well as men strengthened
0% 2.2 Credible and competitive political processes encouraged
0% 2.3 The development of politically active civil society promoted
0% 2.4 More transparent and accountable government institutions encouraged
0% 3.1 Access to quality basic education for under-served populations, especially for girls and women, expanded
100% 3.2 The contribution of host-country institutions of higher education to sustainable development increased
0% 4.1 Unintended and mistimed pregnancies reduced
0% 4.2 Infant and child health and nutrition improved and infant and child mortality reduced
0% 4.3 Deaths, nutrition insecurity, and adverse health outcomes to women as a result of pregnancy and childbirth reduced
0% 4.4 HIV transmission and the impact of the HIV/AIDS pandemic in developing countries reduced
0% 4.5 The threat of infectious diseases of major public health importance reduced
0% 5.1 Threat of global climate change reduced
0% 5.2 Biological diversity conserved
0% 5.3 Sustainable urbanization including pollution management promoted
0% 5.4 Use of environmentally sound energy services increased
0% 5.5 Sustainable management of natural resources increased
0% 6.1 Urgent needs in times of crisis met
0% 6.2 Personal security and basic institutions to meet critical intermediate needs and protect human rights re-established

Link to U.S. National Interests: National Security

Primary Link to MPP Goals: Global Growth and Stability

Secondary Link to MPP Goals (optional): Economic Development

(Page limitations for narrative begin here):

Summary of the SO:
SO2 is directly linked to Agency Goal 3, "Human Capacity Built through Education and Training." For G/HCD, SO2 incorporates both the contribution of 1) higher education

and leadership development in meeting economic, social, and human capacity and institutional development needs, and of 2) post-primary education and training institutions to achieve market-oriented workforce development. G/HCD has brought to bear the "value added" of higher education's knowledge, research, resources, expertise, and partnerships to help achieve the Agency's development objectives. The Center also integrated the expertise of public and private sector learning providers in developing economically relevant education and skill development interventions thus serving as a bridge between economic development and relevant educational opportunities.

Results of this SO's activities are accomplished through partnerships between U.S. and developing country higher education institutions (HEI) and their development links with public and private organizations. The higher level strategic objective indicator (2.0.1, "Number of expanded host country intersectoral partnerships and networks") provides some insights to measure the progress against SO2. The number of intersectoral partnerships and networks has increased from 52 in FY99 to 87 in FY00. Host country HEIs have increased their links to public and private organizations and expanded the original, funded partnerships to form intersectoral partnerships and networks across government, private sector and civil society. Four measurement indicators have been selected under three intermediate results to measure the development outcomes of these partnerships and networks.

The four measurement indicators under "Key Results" below represent a holistic view of our activities and programs as indicators of progress towards meeting SO2 results. We have been able to exceed planned results and meet mission and country requests primarily due to buy-ins from the Africa Bureau and specific USAID Missions in Africa and Latin America and Caribbean (LAC). The Ethiopia, Rwanda, Mexico Missions, Leland Initiative, Special Initiative on Education and Democracy for Development (EDDI) have provided additional funding for higher education partnerships to: 1) add a technology component to all of the African partnerships (Leland Initiative), and 2) form additional partnerships specifically for Africa and LAC. Other regional bureaus have provided support to the International Development Partnership activity that engages Historically Black Colleges and Universities (HBCUs) in USAID's development programs. Such buy-in support is critical as the core budget for higher education and workforce development in G/HCD continues to be reduced while congressional earmarks for higher education have increased to specific institutions and geographic regions. The SO2 team decided not to revise planned targets upward due to the uncertainty of core funding.

Key Results:
IR 2.2, "Higher education institutions internal management capacity increased," Indicator 2.2.1, "Number of higher education institutional programs, policies, and curricula adapted." More than 80 HEIs reported results ranging from new degrees, programs, courses, and policies that were adapted by HEIs with many courses being applied through community outreach programs. For example, in Jamaica a new software development training program was created and adopted by one university to fuel the creation and growth of a software development industry. Cable and wireless companies invested $400,000 in scholarship funds over the next three years to ensure broader impact and

sustainability of this program. Another example includes a new Master of Science degree in agroforestry, new undergraduate curriculum for the environment, new program in family math and family services, and 12 new teaching modules for telemedicine that were developed and adopted by four universities in South Africa. Four universities in Mexico have developed and adopted new agribusiness and management courses, import/export curricula, youth leadership training programs, and workshops on qualitative research. Lastly, a new on-line mini-certificate course in computer science, business, secretarial sciences, and geographic information system was adopted by one university in Eritrea.

IR 2.3, "The development capacity of other institutions increased through higher education," has the indicator: "Number of institutions with increased management capacity through partnership programs" (2.3.1). HEIs reported over 130 examples of increased management capacity through their partnerships established during this reporting period. These ranged from: improved water quality, conservation, and management practices; creation of a National Commission on Water; development of three municipal wastewater plants and a local bottling company in the State of Tabasco in Mexico (SUNY of Agriculture and Technology at Morrisville and Universidad Tecnologica de Tula-Tepeji); an agreement to expand and modify eight learning centers in Kenya that improved the individual and institutional capacity of the Ministry of Education, Health, Medical Research Institute, Agricultural Research Institute, Eveready Batteries and Spin Knit (State University of New York, Cortland, and the University of Nairobi.

Indicator 2.3.2, "Number of higher education institutional improvements attributable to U.S. educated leaders." The human stories associated with this indicator, largely due to the ATLAS activity that provides long-term academic training to African and Caribbean leaders, are more than 75 and compelling. Dr. Rolland Razafimanharo (MBA, Pace University, NY) is the Chief Executive Officer of Air Madagascar--which coincided with the World Bank and IMF structural adjustment agreements to liberalize and privatize air transportation. Dr. Rolland Razafimanharo's leadership has increased passenger traffic by 60%, international traffic has tripled, and revenues have quadrupled. Ms Esther Mayambala, (LLM, Georgetown University) is the legal adviser to the Vice President of Uganda, lectures at Makerere University Faculty of Law's Human Rights and Peace Center, and is a co-founder of LAW-Uganda, an NGO that provides advocacy for women's causes. She improved the laws in the constitution on the treatment of women and provided reform language to abate the negative impacts of polygamy on women. Ms. Nene Ousmane (postgraduate U.S. Bureau of Mines) is the Deputy Director of the Center of Development and Mining and Investment Promotion at the Ministry of Natural Resources and the Environment in Guinea. Guinea is one of the poorest countries in the world, yet holds a large percentage of the world's bauxite deposits. Ms. Nene Ousmane was instrumental in the growth of mining titles from 77 in 1997 to 197 in 2000, while ensuring critical training programs aimed at protecting the environment through sound policies and practices.

IR 2.4, "The capacity of developing country workforce populations increased through skills that match market demand," indicator 2.4.1, "Number of demand-driven workforce

skills development initiatives launched with appropriate mission activities enhanced." Two separate activities are showing results under this IR: partnerships under the ACE Cooperative Agreement between U.S. community colleges and their partners and the workforce development initiatives emerging from the multi-sectoral Global Workforce in Transition initiative accessible through the Support for Economic Growth and Institutional Reform (SEGIR, in G/EGAD) contract. The opening of a Micro and Small Business Assistance Center in Ethiopia not only prompted the development of a business plan for the Center, but created a landside of physical resources from the U.S., including training videos, CD-ROMs, guidebooks, computer diskettes, small business management textbooks, "how to" guides on business plan development, starting a new business, and listings of over 300 U.S. companies with affiliates and/or offices in Ethiopia (Middlesex Community College/Addis Ababa Commercial College). The development of 12 new vocational curricula, establishment of four advisory boards in family and child welfare, nutrition, HIV/AIDS, and health management and the creation of a data bank of 60 health experts was the outcome of a workshop held in India that involved over 30 faculty, doctors, and administrators from emergent Indian community colleges.

Through SEGIR contract, strategic workforce development action workshops have been conducted in several countries with Mission, local government, industry and labor engagement (Egypt, and Sri Lanka). Successful workforce diagnostics were completed in agribusiness, IT, and tourism for Egypt. An expanded tourism diagnostic was completed in Sri Lanka based on the successful workforce partnership between Kapi'olani Community College and Ceylon Hotel School Graduates Association.   The workforce diagnostic brings key industry, education, training and labor stakeholders together, thus starting a dialogue as to the skills needed by the industry. The increase in these economically relevant education and training activities points to a new direction for both basic and post basic education. The soon to be awarded Global Workforce In Transition (GWIT) multi-task order IQC will offer Missions and other USAID operating units a way to fund economically viable education and training initiatives that better meet both economic and human capacity development goals.

Performance and Prospects:
Increasingly, Missions and Bureaus are asking for technical assistance from SO2. Due to limited core funds, support has predominantly been through emails. Significant field support was provided to Rwanda and Ethiopia writing RFPs for higher education partnerships and for Egypt in creating a new workforce development "Skills for Development" strategic objective. Additional assistance in both workforce and youth skills development were provided to Egypt, Namibia, Guatemala, Zambia, and Nigeria. Missions that have ample resources have been able to pay for travel for several staff (e.g., Egypt) to provide technical assistance and guidance. Collaboration with other teams in G/HCD, G/EGAD, and G/WID and with Regional Bureaus, especially the Africa and E&E Bureaus, have been essential to garner the financial resources to provide the support that Missions are requesting. In strategizing on methods and means to increase the level of support for SO2, the Leland Initiative and EDDI activities have been especially useful. The AAAS Science Scholar in Higher Education for International Development has provided technical and field support specific to higher education administration and

reform to G/HCD as well as Missions. Limited core funding, however, has jeopardized the option of acquiring another AAAS Science Scholar for FY01.

Possible Adjustments to Plans:
Increasingly, the team will take an intersectoral focus, as noted earlier, because of the "value added" and the realities of the crosscutting nature of higher education, workforce development, and leadership development. We propose that the indicator 2.3.1 be modified from "Number of institutions with increased management capacity through partnership programs" to "Number of institutions with increased development capacity through partnership programs" to be more aligned with the intermediate result that focuses on development capacity: The development capacity of other institutions increased through higher education.

We will adjust indicator 2.4.1, "Number of demand-driven workforce skills development initiatives launched with appropriate Mission activities enhanced" to "Number of demand-driven workforce skills development activities increased to support Missions' objectives." Workforce skills development activities complement Missions' investments in leadership and institutional development. It is anticipated that hundreds of high achieving semi-professionals and unskilled/underemployed adults, young adults and youth from developing countries will increase institutional capacity and productivity of new and emerging economic and social markets for business, industry and microenterprise. Further definition and refinement of the IRs and indicators will be necessary to be able to measure both processes and results. This redefinition should take into account the broadening interest in workforce development including entrepreneurship training for all ages. Such a redefinition would respond to increasing economic education needs of all entrants to the global economy but most importantly to the survivors of the HIV/AIDS epidemics or violent transitions.

As requests from the field escalate, adjustments will be necessary in G/HCD to meet the increased level of demand for technical assistance and leadership on higher education and workforce development issues. Eroded budget levels over the past three years have reduced the number of SO2 team staff from seven to five for FY 01 in the face of rapidly increasing demand and expansion in levels of activity, i.e., revision of the ATLAS program, increased funding provided for HBCU partnerships from all regional bureaus, increased support requested by Missions to develop partnerships in higher education, and greatly expanded demand for technical assistance with workforce and young adults and youth skills development.

The SO2 team will increase its reliance on partners to report results via the revised indicators. It will seek to improve dialogue with partners through conferences and workshops in order to obtain information that is more useful for management purposes.

Other Donor Programs:
During FY 00, stronger linkages were forged with the IDB on U.S. community colleges and Latin American postsecondarios. The Higher Education Team continued collaboration with the World Bank and UNESCO/UNEVOC on post-basic education. The Global Workforce in Transition Task Force has continued collaboration with the

Working Group for International Cooperation in Skills Development coordinated by the International Labour Organization, NORRAG, and the Swiss Agency for Development and Cooperation.

Major Contractors and Grantees:
Association Liaison Office for University Cooperation in Development, United Negro College Fund, African American Institute, PriceWaterhouse Coopers, USDA (under RSSA Agreement)

Source:
Reports from UDLP, HEPD partnerships, IDP partnerships

Indicator/Description:
The adaptation of higher education institutional programs, policies, or curricula results in the improvement of higher education institutional management

Comments:
In addition to the 41 reported last year, 42 new programs, policies, or curricula were adopted in FY 2000: El Salvador (1): revised curriculum in early childhood education; Ethiopia (1): new program in small business; Ghana (2): new curricula in African studies and ecotourism; India (10): new bio-technology training program for hospital technicians, new policy on career-oriented programs, 8 new curricula in areas of health, nutrition, and human services; Indonesia (1): new policy on participatory planning; Jamaica (1): new satellite training center for software programming courses; Laos (3): new merit-based selection process for pediatric residents, revision of pediatric residency curriculum, revised rules and regulations; Malawi (2): new problem-solving model for primary school teachers, new research program at Domasi College of Education; Mexico (3): new youth leadership training program, new case studies workshop, new import/export curriculum; Nepal (1): new Master's degree program in social dimensions of natural resource management; Philippines (3): new internship program, new office of research coordination, new policy on development of MSc program in environmental engineering; Russia (1): new environmental sciences and policy curriculum; Senegal (3): new adult literacy program, new university policy on technology, new local advisory council; South Africa (8): new MSc program in agroforestry, new program in family math and family science, new teaching modules in telemedicine, new university policy on broadband Internet access, new Internet connection between university health center and hospital, new undergraduate environmental curriculum, new distance learning curriculum and manual, new internship program; Thailand (1): new master's program; Uganda (1): new undergraduate curriculum in agribusiness.

Performance Data Table
Fiscal Year: FY2003

Objective Name: The contribution of host-country institutions of higher education to sustainable development increased
Objective ID: 935-002
Approved: 1999   Country/Organization: Center for Human Capacity Development
Result Name: IR 2.2 Higher education institutions' internal management capacity increased
Indicator: 2.2.1: Number of higher education institution programs, policies, and curricula adapted
Disaggregated By:

Unit of Measure: Number of programs, policies, and curricula adapted (cumulative)

Year	Planned	Actual
1998	12	19
1999	27	41
2000	47	83
2001	110	NA
2002	140	NA
2003	170	NA

Source:
Reports from UDLP. HEPD partnerships, IDP partnerships.

Indicator/Description:
Partnership programs are defined as courses, sessions, workshops, and conferences conducted in the community. "Increased management capacity" is defined as revised and/or adopted policies, programs, activities, courses, workshops, and/or curricula that enable an institution to better provide services for the benefit of individual citizens and society as a whole and specifically within their own institution.

Comments:
In addition to the 82 reported in FY 1999, 53 institutions increased their capacity through involvement in partnership programs: Angola (6): Ministries of Planning, Education, Public Administration, Employment, and Social Security, National Institute of Public Administration; Brazil (1): Federation of Industries for the State of Minas Gerias; Colombia (1): Defensoria del Pueblo; Eritrea (2): Eritrean Institute of Management, Ministry of Agriculture; Ethiopia (4): Ethiopian Agricultural Research Organization, 3 local cooperatives; Guyana (1): Ministry of Education; Jamaica (1): Ministry of Commerce and Technology; Kenya (6): Ministries of Education and Health, Kenya Medical Research Institute, Kenya Agricultural Research Institute, Pyrethrum Board of Kenya, Spin Knit; Laos (1): Lao Rehabilitation Center; Mexico (8): Secretariat of Agriculture, Livestock, and Rural Development, 3 municipal wastewater plants, National Commission on Water, 3 primary schools; Nepal (2): Nepal Forum for Women, Law, and Development, Shtree Shakti; Nicaragua (2): Ministry of Agriculture and Forestry, National Institute for Agriculture Technology; Peru (1): Amazon Center for Environmental Education and Research; Romania (4): Ministries of Justice and the Interior, Police Force, Police Academy; Russia (1): Moscow Municipal Hospital #64; Senegal (2): Women's Health Center in Saint-Louis, Foreign Ministry; South Africa (6): Departments of Health, Land Affairs, Water Affairs, and Forestry, Umtata General Hospital, Institute for Commercial Forestry Research; Southeast Asia region (1): Mekong River Commission; Sri Lanka (2): State Department of Business and Economic Development, Hainan Tourism Authority; Uzbekistan (1): Ministry of Secondary and Higher Education.

Performance Data Table
Fiscal Year: FY2003

Objective Name: The contribution of host-country institutions of higher education to sustainable development increased
Objective ID: 935-002
Approved: 1999   Country/Organization: Center for Human Capacity Development
Result Name: IR 2.3 The development capacity of other institutions increased through higher education
Indicator: 2.3.1: Number of institutions with increased development capacity through partnership programs
Disaggregated By:

Unit of Measure: Number of institutions (cumulative)

Year	Planned	Actual
1998	20	41
1999	45	82
2000	90	135
2001	180	NA
2002	220	NA
2003	265	NA

Source:
Reports from ATLAS project, HEPD partnerships

Indicator/Description:
Number of institutional improvements attributable to the application of knowledge and skills by U.S.-educated leaders. U.S. educated leaders are those funded by USAID/G/HCD partnership programs. Institutions are defined as the private sector, government, NGOs or PVOs, or international organizations. Institutional improvements include, e.g., the development of strategic plans or mission statements, institutional reorganizations, and administrative or financial improvements that increase the effectiveness of the institution in achieving its intended purposes.

Comments:
In addition to the 43 reported last year, 35 institutional improvements were reported for FY 2000:

2 DG: staff training for Ministry of Foreign Affairs (Mozambique), government financial systems centralized on one network (Namibia);

15 EG: energy efficient ovens produced (Benin), microfinance to 15 women's groups (Benin), new techniques applied in animal husbandry (Ethiopia), application and use of GIS (Kazakhstan, Turkmenistan, Uzbekistan), 600 horticulturalists trained (Kenya), rural development projects evaluated (Madagascar), Air Madagascar privatized, restructured, profitable (Madagascar), national strategy for rural women developed (Mali), facilitated foreign trade (Namibia), small business loans to women (Togo), increased production of processed pyrethrum flowers (Uganda), training manuals published for small farmholders (Zambia);

3 ENV: coordinated government biological control activities for the Cassava mealybug (Guinea-Bissau), promoted sustainable agroforestry in rural communities (Guinea), forest management research conducted (Guinea);

9 HCD: physics textbook series published (Benin), applied geophysics and statistics courses at National University of Benin (Benin), financial mathematics textbooks published (Benin), school mapping resulted in ed reforms (Guinea-Bissau), upgrading of teaching methodologies (Mexico), teacher training provided in historically disadvantaged areas (Namibia), postgraduate school founded at University of Lagos (Nigeria), courses on recreation & tourism introduced at University of Zululand (South Africa), pre-university science courses for historically disadvantaged students developed at University of Western Cape (South Africa);

6 PHN: HIV/AIDS activities in schools (Ghana), quality care program designed for national health system (Guinea), national network on communicable diseases created (Guinea), soya use disseminated to improve maternal/infant nutrition (Tanzania), DHS

conducted and services planned (Togo), HIV/AIDS and social administration needs assessment (Uganda).

Performance Data Table
Fiscal Year: FY2003

Objective Name: The contribution of host-country institutions of higher education to sustainable development increased
Objective ID: 935-002
Approved: 1999   Country/Organization: Center for Human Capacity Development
Result Name: IR 2.3 The development capacity of other institutions increased through higher education
Indicator: 2.3.2: Number of institutional improvements attributable to U.S.-educated leaders
Disaggregated By:

Unit of Measure: Number of institutional improvements (cumulative)

Year	Planned	Actual
1998	10	10
1999	40	43
2000	75	79
2001	115	NA
2002	160	NA
2003	210	NA

Source:
Global Workforce Transition project, International Workforce Development Partnerships,
G/HCD staff

Indicator/Description:
Two kinds of initiatives are counted under this indicator, sector-specific diagnostics and
community college partnerships. There may be multiple diagnostics or partnerships in
any given country.

Comments:
In addition to the 21 reported last year, 9 new initiatives began in FY 2000:

Diagnostics: Sri Lanka (1);

Community College Partnerships: Brazil (1), Eritrea (1), Jamaica (1), Russia (1), South
Africa (2), Tanzania (1), and Zambia (1).

Performance Data Table
Fiscal Year: FY2003

Objective Name: The contribution of host-country institutions of higher education to sustainable development increased
Objective ID: 935-002
Approved: 1999   Country/Organization: Center for Human Capacity Development
Result Name: IR 2.4 The capacity of developing country workforce populations increased through skills that match market
demand
Indicator: 2.4.1: Number of demand-driven workforce skills development initiatives launched with appropriate Mission
activities enhanced
Disaggregated By:

Unit of Measure: Number of initiatives (cumulative)

Year	Planned	Actual
1998	1	1
1999	3	21
2000	25	30
2001	35	NA
2002	40	NA
2003	45	NA

SO Text for SO: 935-003 Training improves work performance of host-country trainees and effectiveness of host-country organizations

Country/Organization: Center for Human Capacity Development

Objective ID: 935-003

Objective Name: Training improves the work performance of host-country trainees and effectiveness of host-country organizations

Self Assessment: Meeting Expectations

Primary Links to Agency Strategic Framework: **(Please Assign Percentages, Total Equals 100):**

5% 1.1 Critical private markets expanded and strengthened
5% 1.2 More rapid and enhanced agricultural development and food security encouraged
5% 1.3 Access to economic opportunity for the rural and urban poor expanded and made more equitable
5% 2.1 Rule of law and respect for human rights of women as well as men strengthened
5% 2.2 Credible and competitive political processes encouraged
5% 2.3 The development of politically active civil society promoted
5% 2.4 More transparent and accountable government institutions encouraged
5% 3.1 Access to quality basic education for under-served populations, especially for girls and women, expanded
5% 3.2 The contribution of host-country institutions of higher education to sustainable development increased
5% 4.1 Unintended and mistimed pregnancies reduced
5% 4.2 Infant and child health and nutrition improved and infant and child mortality reduced
5% 4.3 Deaths, nutrition insecurity, and adverse health outcomes to women as a result of pregnancy and childbirth reduced
5% 4.4 HIV transmission and the impact of the HIV/AIDS pandemic in developing countries reduced
5% 4.5 The threat of infectious diseases of major public health importance reduced
5% 5.1 Threat of global climate change reduced
5% 5.2 Biological diversity conserved
5% 5.3 Sustainable urbanization including pollution management promoted
5% 5.4 Use of environmentally sound energy services increased
5% 5.5 Sustainable management of natural resources increased
5% 6.1 Urgent needs in times of crisis met
0% 6.2 Personal security and basic institutions to meet critical intermediate needs and protect human rights re-established

Link to U.S. National Interests: National Security

Primary Link to MPP Goals: Global Growth and Stability

Secondary Link to MPP Goals (optional): Economic Development

(Page limitations for narrative begin here):

Summary of the SO:
This SO is directly linked to Agency Goal 3, "Human Capacity Built through Education and Training." Progress under SO3 encompasses one of the most fundamental and

enduring of USAID-financed development efforts: improving the performance of host country individuals and institutions in ways critical to mission results. SO3 brings value added to field human capacity development activities by providing leadership in the implementation of training and providing training mechanisms that meet mission and bureau needs.

Leadership. SO3 works to bring about adherence to training Best Practices, including the state of the art Performance Improvement approach to capacity development through the integration of training and other interventions. Only a fine line separates training from technical assistance and both have the same intended result -- improved performance of critical institutions and individuals. Increased capacity and the resulting improved institutional performance are the keys to results during implementation of donor activities as well as to sustainability after activities end. The approach of the training SO is therefore not to concentrate solely on improving knowledge, skills, and attitudes (KSAs) but to address the variety of prerequisites for improved performance and insure that training is strategically integrated with other interventions to more effectively combat both KSA and non-KSA range of barriers to performance. These barriers must be overcome if improved skills from training are to have any impact.

This approach to training supports the Agency's reengineering efforts by stressing the importance and measurability of institutional performance and encouraging the adoption of organizational effectiveness as a lower level result.

Strengthening local training providers to be well versed in the Performance Improvement approach is key to missions accessing effective and low cost training and to assure sustainability. Local NGOs which provide training services are being strengthened in this approach. Among other areas of leadership, SO3 assists missions in applying distance learning approaches to give greater flexibility to in-country training programs to expand their reach to serve individuals not able to attend formal programs.

Leadership services to the field are provided by team members through the RSSA mechanism and through programming and evaluation IQCs. SO3 leads the Agency through its responsibility for all policy and procedures on training and its maintenance of ADS 253. In addition, SO3 plays a leadership role in the Interagency Working Group for International Exchanges and Training (IAWG), especially in its adoption of the TraiNet database for reporting of all federally sponsored international training and exchanges.

Mechanisms. Through its mechanisms, SO3 provides leadership and services crucial to management of training activities. These mechanisms are 1) Health and Accident insurance (HAC) coverage for all U.S. participants, 2) Global Training for Development IQC (GTD), which missions buy into to manage training not implemented under technical assistance contracts, 3) Global Evaluation and Monitoring IQC (GEM) for evaluation, monitoring, and planning services, 4) TraiNet support services, and 5) RSSA agreement with USDA to provide technical specialists to G/HCD and other customers.

Key Results:

SO3 has one indicator to directly measure performance change at the SO level. "Percent of sampled work units improving performance" (3.0.1) seeks to measure actual performance improvement of work units through supervisors' assessments of work unit impact, rather than participants' training evaluations, which typically measure immediate program satisfaction. This higher level measure of training impact has not been done on an Agency-wide level before and, as it is labor intensive, is scheduled for a biannual survey. A methodology being developed in conjunction with TraiNet data and other sources should yield reliable data for FY 2001 results.

IR 3.1.1: "The quality and impact of training in selected countries increased by G/HCD focus on training quality, equity and cost-containment." The first IR-level indicator, "Number of missions using TraiNet" (3.1.1), is key to both meeting federal reporting requirements as well as gathering reliable data on gains in training quality and performance impact. SO3 has met or exceeded the target for mission TraiNet adoption each year since the deployment of the system in FY 1999; 57 out of 72 missions or non-presence countries (79%) were using it by the end of FY 2000. TraiNet documented over 360,000 individuals in U.S., third-country, and in-country programs in FY 2000. Adoption of the system continues to be, proportionally, fairly even among the regions.

The second IR 3.1 indicator (3.1.2), "Percent of women among new training starts," fell slightly from 40% for the past two years to 38% in FY 2000. The SO3 Team and its partners actively support the goal of gender equity, but have little direct impact on participant selection; even mission SO Teams usually play a minor role in selection, which is often still dominated by local ministries.

IR 3.2: "In-country training capacity increased." Indicator 3.2.1, "Number of missions collaborating with G/HCD in activities to strengthen local NGO capacity in training and needs assessment," measures progress in strengthening local institutions' capacity to deliver training and performance improvement. This indicator encompasses the activities of a) local capacity building activities conducted under GTD and b) a G/HCD pilot project in Senegal and Guatemala, where, respectively, an NGO and a government training institution are being strengthened in the Performance Improvement approach. This pilot is one of the most promising SO3 activities, offering excellent prospects for significant modeling, impact, replication, and sustainability.

Performance and Prospects:
The team continues to apply the findings of the 1999 G/HCD survey of Agency-wide training practices by focusing on more realistic field support for performance integration, improving in-country training quality, and redesigning the umbrella training IQC, GTD, to give easier user access, lower cost services, and results-oriented assistance. Strategic Technical Assistance for Results with Training (START), the successor to GTD, benefited from significant user input in FY 2000 and will be awarded in spring 2001. The Global Evaluation and Monitoring (GEM) IQC continues to offer AID/W bureau and mission customers a variety of evaluation, monitoring, strategic planning, and program design services in all areas of human and institutional capacity development.

Possible Adjustments to Plans:

Having reached a level of nearly 80% of missions using TraiNet, comprising 333 sites with 537 users and accounting for 89% of U.S. participants, SO3 is on track in getting the system adopted by missions and contractors and will continue to devote resources to field assistance and software refinements. Adoption has been strongly dependent on technical assistance in the form of installation and training visits. Although more missions and specialized contractors who are still not using TraiNet must be brought into the fold, the goal of 97% mission use is not practical, as there are several small missions with minor training portfolios where introduction is not feasible. Many missions are losing their training offices and training specialists who have handled training processing and the management of earlier participant databases and lack an organizational focus on training. Coupled with low training levels, these missions are not good prospects. In some cases, TraiNet and other training responsibilities have been placed in Program Offices, which may become new targets of training technical assistance from SO3. It is likely that the FY 2001 target of 60 missions (83%), which would account for significantly over 90% of U.S. participants, may be the most realistic goal.

As we approach maximum feasible breadth of usage, this indicator may become increased depth of usage -- a fuller and broader utilization of TraiNet's full range of monitoring features by a larger set of mission contractors and other potential partner users within countries. As TraiNet is also being adopted by the IAWG as a common data standard for federal exchange and training programs, such usage may also be incorporated into the TraiNet measure.

As SO3 has more indicators than it needs for management or R4 reporting purposes, and because some are desirable results but out of the team's manageable interest, we intend to drop the following: 1) "Participant return rate" (3.0.2): Given the high rate of return, the lack of significant variance from one year to another, the variety of ways to define and measure non-returnees, the removal of this as an area of Agency vulnerability, and SO3's very limited ability to affect this measure, this will no longer be an SO3 performance indicator. We will continue to track this for the Agency and will report narratively in any year when important changes or issues emerge. 2) "Number of missions developing policies or procedures to facilitate recruitment of persons with disabilities for training" (3.1.3): This is also outside of the team's manageable interest, although we continue to monitor implementation of the USAID disability policy in their training portfolios. 3) "Cost sharing and containment" (3.1.4): This remains an area of concern to SO3 and missions, but outside of the team's manageable interest; also, tracking is dependent on TraiNet input of cost data, which is a voluntary data field. As more missions use this TraiNet cost feature, it may be possible in the future to gather statistically significant data.

We intend to make a minor change in the wording of indicator 3.2.1, from "Number of Missions collaborating with G/HCD on assessing models to strengthen local NGO training capacity," to "Number of Missions collaborating with G/HCD to strengthen local NGO training capacity." This alteration reflects progress beyond model assessment to implementation.

Other Donor Programs:

No SO3 activities require field coordination with other donors, except when sponsoring units to the GTD IQC coordinate their task orders in the country or region with other donor activity. However, SO3 coordinates closely with over 36 other federal agencies through the Interagency Working Group on International Exchanges and Training (IAWG), which has adopted TraiNet to monitor other federal government education and exchange programs.

Major Contractors and Grantees:
Global Training for Development (GTD): Academy for Educational Development, Development Associates, Institute for International Education, Pragma, World Learning.

Source:
GTD surveys

Indicator/Description:
This is a high level measure of the impact of training on the performance of participants' work units.

Comments:
This is a biannual measure and will be surveyed for FY 2001.

Performance Data Table
Fiscal Year: FY2003

Objective Name: Training improves work performance of host-country trainees and effectiveness of host-country organizations
Objective ID: 935-003
Approved: 1999   Country/Organization: Center for Human Capacity Development
Result Name: The work performance of individuals and effectiveness of organizations improved by training
Indicator: 3.0.1: Percent of sampled work units improving performance
Disaggregated By:

Unit of Measure: Percent of sampled supervisors of returned participants attesting to improved work unit performance

Year	Planned	Actual
1998	NA	NA
1999	40	91**
2000	NA	NA
2001	93	NA
2002	NA	NA
2003	95	NA

Source:
TraiNet contractor

Indicator/Description:
TraiNet (Training Results and Information Network) is a training performance monitoring software tool that allows sponsoring units of training to track trainee data and training activity cost information. Standardized use of TraiNet formats permits aggregated reporting on USAID's training programs worldwide. "Missions" include non-presence missions to measure the number of USAID-assisted countries served by TraiNet.

Comments:
The system is in use at 333 mission and contractor sites by 537 users. In addition to the 41 reported last year, the following USAID-assisted countries were served by TraiNet in FY 2000:
Africa: Ghana, Guinea, Kenya, Malawi, Tanzania, and Zambia.
ANE: Bangladesh, Mongolia, and West Bank/Gaza.
E&E: Belarus and Moldova. Last year, the Central Asian Republics were counted as one mission, but should be counted individually as Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan, and Uzbekistan.
The total number of missions is 72.

Performance Data Table
Fiscal Year: FY2003

Objective Name: Training improves work performance of host-country trainees and effectiveness of host-country organizations
Objective ID: 935-003
Approved: 1999   Country/Organization: Center for Human Capacity Development
Result Name: IR 3.1 The quality and impact of training in selected countries increased by G/HCD focus on training quality, equity, and cost-containment
Indicator: 3.1.1: Number of Missions using TraiNet
Disaggregated By:

Unit of Measure: Number of Missions (cumulative)

Year	Planned	Actual
1998	30	6
1999	38	41
2000	50 (69%)	57 (79%)
2001	60 (83%)	NA
2002	62 (86%)	NA
2003	NA	NA

Source:
TraiNet contractor

Indicator/Description:
This indicator tracks the Agency's effort to achieve gender equity in training and is outside SO3's manageable interest.

Comments:
Of the total 4,467 new training starts in FY 2000, 1,679 were women.

Performance Data Table
Fiscal Year: FY2003

Objective Name: Training improves work performance of host-country trainees and effectiveness of host-country organizations
Objective ID: 935-003
Approved: 1999   Country/Organization: Center for Human Capacity Development
Result Name: IR 3.1 The quality and impact of training in selected countries increased by G/HCD focus on training quality, equity, and cost-containment
Indicator: 3.1.2: Percent of women among new training starts
Disaggregated By:

Unit of Measure: Percent of women

Year	Planned	Actual
1998	NA	40
1999	42	40
2000	44	38
2001	46	NA
2002	48	NA
2003	50	NA

Source:
GTD contractors, G/HCD staff

Indicator/Description:
This tracks the number of missions engaging in local NGO training capacity strengthening through their GTD contractors or through a partnership with SO3's Institutional Strengthening of Local Training Providers pilot activity.

Comments:
In addition to the five (Armenia, Bosnia-Herzegovina, Romania, Central Asian Republics, South Africa) reported last year, four additional Missions collaborated with G/HCD and its GTD contractors to increase in-country training capacity in FY 2000:
Guatemala: Strengthened capacity of the National Institute for Public Administration in using the Performance Improvement model to provide training to government staff.
Senegal: Strengthened capacity of the NGO Association Conseil pour l'Action to function more effectively as a local training provider and in using the Performance Improvement model.
El Salvador: Through Training of Training workshops and follow-on support, strengthened local NGOs working in the environment and children at risk and to deliver more effective training using Best Practices. Also provided training for local government units to improve training of staff and community partners.
Jamaica: Training of local NGOs and government in administration and staff development.

Performance Data Table
Fiscal Year: FY2003

Objective Name: Training improves work performance of host-country trainees and effectiveness of host-country organizations
Objective ID: 935-003
Approved: 1999   Country/Organization: Center for Human Capacity Development
Result Name: IR 3.2 In-country training capacity increased
Indicator: 3.2.1: Number of Missions collaborating with G/HCD in activities to strengthen local NGO capacity in training and needs assessment
Disaggregated By:

Unit of Measure: Number of Missions (cumulative)

Year	Planned	Actual
1998	0	0
1999	3	5
2000	9	9
2001	17	NA
2002	20	NA
2003	23	NA

SO Text for SO: 935-004 Access to and application of information and telecommunications services expanded

Country/Organization: Center for Human Capacity Development

Objective ID: 935-004

Objective Name: Access to and application of information and telecommunications services expanded

Self Assessment: Exceeding Expectations

Primary Links to Agency Strategic Framework: **(Please Assign Percentages, Total Equals 100):**

10% 1.1 Critical private markets expanded and strengthened
0% 1.2 More rapid and enhanced agricultural development and food security encouraged
10% 1.3 Access to economic opportunity for the rural and urban poor expanded and made more equitable
5% 2.1 Rule of law and respect for human rights of women as well as men strengthened
5% 2.2 Credible and competitive political processes encouraged
5% 2.3 The development of politically active civil society promoted
5% 2.4 More transparent and accountable government institutions encouraged
25% 3.1 Access to quality basic education for under-served populations, especially for girls and women, expanded
0% 3.2 The contribution of host-country institutions of higher education to sustainable development increased
0% 4.1 Unintended and mistimed pregnancies reduced
0% 4.2 Infant and child health and nutrition improved and infant and child mortality reduced
0% 4.3 Deaths, nutrition insecurity, and adverse health outcomes to women as a result of pregnancy and childbirth reduced
0% 4.4 HIV transmission and the impact of the HIV/AIDS pandemic in developing countries reduced
5% 4.5 The threat of infectious diseases of major public health importance reduced
5% 5.1 Threat of global climate change reduced
5% 5.2 Biological diversity conserved
5% 5.3 Sustainable urbanization including pollution management promoted
0% 5.4 Use of environmentally sound energy services increased
5% 5.5 Sustainable management of natural resources increased
10% 6.1 Urgent needs in times of crisis met
0% 6.2 Personal security and basic institutions to meet critical intermediate needs and protect human rights re-established

Link to U.S. National Interests: National Security

Primary Link to MPP Goals: Economic Development

Secondary Link to MPP Goals (optional): Global Growth and Stability

(Page limitations for narrative begin here):

Summary of the SO:
Rapid expansion of the Internet and information technology (IT) holds the promise for USAID-assisted countries of increasing participation in sustainable human development;

it also runs the risk of leaving them behind in a digital divide. This SO provides policy and technical leadership for expanding affordable access to IT services and applications among under-served groups.   Planned activities include 1) policy dialogue and technical assistance to facilitate telecommunications reform; 2) training to strengthen institutional capability to respond to the changing global marketplace in IT; and (3) pilot programs to demonstrate high-impact applications of IT to better pursue USAID objectives. These approaches directly support the Agency's crosscutting theme, "Information Technology," as well as serving the objectives of basic education, higher education and training within the Agency's Third Goal. More broadly, they support the Agency's participation in the Internet for Economic Development (IED) initiative and the Digital Opportunity Task Force (DOT Force) of the G-8 which seeks to bridge the digital divide and, within the digital divide, a potential gender divide.

Key Results:
An interagency working group launched the Internet for Economic Development (IED) initiative in FY 1999, coordinated by the Department of State, to help developing countries use the Internet to energize their economies, gain access to knowledge that can improve standards of living, and foster the free flow of ideas. The Center provided support to 12 of the 21 countries currently participating in the IED: Bulgaria, Egypt, Ghana, Guatemala, Guyana, Haiti, India, Jamaica, Kenya, Morocco, Nigeria, Romania, and Uganda, providing expert assistance on telecommunications policy reform, training for leaders in the IT sector, and initiating pilot IT applications. The Center structured an agreement with the U.S. Department of State to collaborate with key federal agencies such as the Federal Communications Commission (FCC), the Office of the U.S. Trade Representative, and the Department of Commerce (DOC) to assist developing countries with telecommunications and Internet policy, legal and regulatory reform. The mechanism was used to support FCC workshops on regulatory reform, DOC participation on electronic commerce, FCC assistance on spectrum monitoring, and planning missions. A partnership between USAID and the U.S. Telecommunications Training Institute (USTTI) provides technical and policy training to telecommunications and IT professionals, including decision-makers and regulators. Over a period of 19 years, 5,817 communications professionals have been trained. In addition, task orders under the LearnLink IQC contract with the Academy for Educational Development demonstrate the feasibility and impact of new IT applications to the under-served.

Activities under these instruments have combined to increase the "number of countries implementing national programs to extend telecommunications services to the under-served." This indicator is a replacement of the former indicator: "Number of countries with publicly accessible telecommunications services." While no countries were expected to be counted under this indicator during FY 2000, two countries participating in the IED initiative have been assisted in introducing national programs: Guyana and Jamaica.

During FY 2000, telecommunications reform assistance was provided to Jamaica, Kenya, Guyana, Morocco, Nigeria, Peru, and Uganda in addition to support for three regional regulator workshops for Africa. Participants from 162 countries received training through USTTI. In Brazil, as part of the U.S.-Brazil Partnership in Education, LTNet

was established as a resource for research on computers in schools and as a demonstration site for teachers, administrators, and students in Brazil and the U.S. to learn about how computers can strengthen education. Central and South American non-governmental organizations were linked to increase their access to global information. Community Internet centers were introduced or their continuation supported in Benin, Bulgaria, Haiti, Ghana and Guatemala to expand access to services and economic and educational opportunities.

Performance and Prospects:
IR 4.1 "Policy, law, and regulatory reforms adopted to allow improved and more affordable telecommunications services." Indicator 4.1.1 is: "Number of countries adopting policies, laws or regulatory reforms to facilitate liberalization of telecommunications." Three countries have been assisted in changing their policy environment: Guyana, Jamaica and Nigeria. G/HCD experts joined IDB staff in Guyana to develop a national strategy for telecommunications development, including liberalization and reform. Based on this strategy, an IDB loan of $15 million is being developed and USAID is supporting regulator training. In Jamaica, USAID has contributed significantly to the design and passage of a new comprehensive telecommunications bill now enacted by Parliament. G/HCD provided expertise through its inter-agency agreement with the State Department, which included workshops on telecommunications regulation, expert consultancies by federal staff from the FCC, and feedback on the draft text of the proposed legislation. In Nigeria, USAID conducted a telecommunications regulators workshop attended by 40 government and private sector representatives. As a direct outcome, USAID-funded experts assisted the Nigerian government to draft regulations and to plan the establishment of mechanisms to support rural access to communications. In addition, assistance missions were completed to Kenya, Morocco, and Peru, and to three regional regulator meetings for Africa.

IR 4.2 "The capacity of communications institutions servicing the public to expand and improve information technology and telecommunications services improved." Indicator 4.2.1 is: "Number of key personnel trained to modernize their telecommunications systems and services." The USAID-supported training program administered by the United States Telecommunications Training Institute (USTTI) trained 84 participants from 26 different countries. Female participants increased to 22, comprising 26 percent of all participants. The overall number of participants was 12 percent more than planned. To indicate the long-term impact of this program, 50 USTTI graduates belonged to delegations that brought their expertise into discussions important to U.S. telecommunications policies at the recent annual World Trade Organization meeting.

IR 4.3 "The application of information technology and telecommunications services increased to achieve development objectives." Indicator 4.3.1 is: "Number of information technology 'models of use' developed." Two information technology models of use have been applied and developed. Foundations of Electronic Commerce describes the policy, telecommunications infrastructure and capacity building needs for the growth of e-commerce in the developing world. A wide range of e-commerce activities is discussed in the context of the many barriers to e-commerce faced by developing countries. Foundations of Electronic Governance describes the emerging role of IT in

government. Applications are discussed for improving internal government operations and training as well as for improving citizen access to government information, officials and services. A framework for facilitating e-government in the developing world is presented. These models of use build on those completed in prior years: 1) Community Learning Centers; 2) Computer-mediated Professional Development; 3) Computers in Schools; and 4) Institutional Capacity Building. Refinement of all models of use continues, and significant revisions are planned for publication in September 2001.

Also under IR 4.3, Indicator 4.3.2 is: "Number of public institutions and NGOs, including ministries and extension offices, applying 'models of use' to improve information and learning systems." Four institutions applied models of use to improve their information and learning systems. In relation to the Computers in Schools model of use, a Learning Technologies Network (LTNet) website and virtual community has been established to support collaboration among the Brazilian Ministry of Education, the U.S. Department of Education, and others. As part of the U.S.-Brazil Partnership in Education, LTNet is a resource for research on computers in schools as well as a demonstration site to assist teachers, administrators and students in Brazil and the U.S. to learn about how computers can strengthen education. In relation to the Computer-mediated Professional Development model of use, USAID is developing in Uganda a multi-media materials development lab with Internet access at the Institute of Teacher Education Kyambogo to produce interactive teacher training resources for distribution by CD-ROM to selected primary teachers colleges. In relation to the Foundations of Electronic Government model of use, collaboration with two networks of NGOs representing municipalities, the Federation of Central American Municipalities (FEMICA) and the Latin American Center for Urban Management (LACUM), is developing websites, CD-ROMs and interactive multimedia products to inform and train a broad audience in the policy issues and practical concerns facing municipal strengthening throughout Latin America. Support to activities initiated in prior years continues.

Possible Adjustments to Plans:
U.S. participation in the Digital Opportunity Task Force (DOT Force) of the G-8 is likely to increase demand for activities similar to those which support IED, requiring additional contracts, fellows and outreach to private sector companies and foundations. The decimation of governments due to civil crises and HIV/AIDS may require distance training and e-government innovations developed under this program. Concern for the emergence of a gender divide within the digital divide may require additional attention to gender within program activities. The Global Development Alliance may also increase the need for Center services. Such changes would require adjustment of expected results in subsequent fiscal years.

Other Donor Programs:
The SO4 team has collaborated closely with the following:
World Bank Global Knowledge Partnership
Department of State
Federal Communications Commission

Department of Commerce National Telecommunications and Information Administration
Department of Commerce International Trade Administration

Major Contractors and Grantees:
The Academy for Educational Development (AED)
Associates in Rural Development (ARD/Checci)
The United States Telecommunications Training Institute (USTTI)
Department of State

Source:
USAID Missions and partner institutions which receive assistance under the Inter-
Agency Agreement (IAA) with Dept. of State or directly from USAID/Washington staff;
activity reports under the IAA and e-mail communication with Missions, reviewed at
time of R4 preparation

Indicator/Description:
Countries are counted if the reforms are judged by USAID staff experts in IT to have the
potential to impact privatization and/or access.

Comments:
Kenya, Jamaica, Haiti, and Morocco were reported in previous years. FY 2000 funding
was provided for activities in Jamaica, Haiti and Morocco.

Performance Data Table
Fiscal Year: FY2003

Objective Name: Access to and application of information and telecommunications services expanded
Objective ID: 935-004
Approved: 1999   Country/Organization: Center for Human Capacity Development
Result Name: IR 4.1 Policy, law and regulatory reforms adopted to allow improved and more affordable
telecommunications services
Indicator: 4.1.1: Number of countries adopting policies, laws or regulatory reforms to facilitate liberalization of
telecommunications
Disaggregated By:

Unit of Measure: Number of countries per year (cumulative)

Year	Planned	Actual
1998	1	1
1999	3	4
2000	5	7
2001	7	NA
2002	9	NA
2003	11	NA

Source:
USTTI annual report

Indicator/Description:
Trainees are considered trained after attending short-term, highly technical training courses designed for communications professionals.

Comments:
The USTTI program has a track record of training well-qualified decision-makers and key technical staff with stable positions in their institutions who return to their positions after training.

Performance Data Table
Fiscal Year: FY2003

Objective Name: Access to and application of information and telecommunications services expanded
Objective ID: 935-004
Approved: 1999   Country/Organization: Center for Human Capacity Development
Result Name: IR 4.2 The capacity of communications institutions servicing the public to expand and improve information technology and telecommunications services improved
Indicator: 4.2.1: Number of key personnel trained to modernize their communications systems and services
Disaggregated By:

Unit of Measure: Number of key personnel per year

Year	Planned	Actual
1998	75	94
1999	75	91
2000	75	84
2001	75	NA
2002	75	NA
2003	75	NA

Source:
LearnLink project

Indicator/Description:
A "model of use" is defined as a bundle of technologies and application approaches that represents an operational focus for the use of information technology with broad relevance to a sector; for example, distance teacher training, computer- and Internet-assisted classroom instruction, and community information centers. Models are counted if they are judged by USAID Missions or partner institutions to have broad relevance to a sector.

Comments:
In addition to the four reported in FY 1999, two "models of use" were developed in FY 2000. New models of use developed include Foundations of Electronic Commerce and Foundations of Electronic Governance.

Performance Data Table
Fiscal Year: FY2003

Objective Name: Access to and application of information and telecommunications services expanded
Objective ID: 935-004
Approved: 1999   Country/Organization: Center for Human Capacity Development
Result Name: IR 4.3 The application of information technology and telecommunications services increased to achieve development objectives
Indicator: 4.3.1: Number of information technology "models of use" developed
Disaggregated By:

Unit of Measure: Number of "models of use" (cumulative)

Year	Planned	Actual
1998	2	2
1999	4	4
2000	6	6
2001	8	NA
2002	10	NA
2003	12	NA

Source:
LearnLink project

Indicator/Description:
A "model of use" is defined as a bundle of technologies and application approaches that represents an operational focus for the use of information technology with broad relevance to a sector; for example, distance teacher training, computer- and Internet-assisted classroom instruction, and community information centers. Institutions are counted if they are judged by USAID staff experts in IT to have introduced a "model of use" into their operations.

Comments:
In addition to the six reported last year, three new institutions adopted G/HCD "models of use" in FY 2000: the Ministries of Education in Brazil and Uganda, the Federation of Central American Municipalities, and the Latin American Center for Urban Management (Guatemala).

Performance Data Table
Fiscal Year: FY2003

Objective Name: Access to and application of information and telecommunications services expanded
Objective ID: 935-004
Approved: 1999   Country/Organization: Center for Human Capacity Development
Result Name: IR 4.3 The application of information technology and telecommunications services increased to achieve development objectives
Indicator: 4.3.2: Number of public institutions and NGOs, including ministries and extension offices, applying "models of use" to improve information and learning systems
Disaggregated By:

Unit of Measure: Number of institutions (cumulative)

Year	Planned	Actual
1998	1	3
1999	3	6
2000	6	10
2001	9	NA
2002	14	NA
2003	19	NA

R4 Part III: Resource Request

Part III: Resource Request

Program Budget

For FY 2003, G/HCD's base request will be $12,768,000. This represents a slight increase over the FY 2002 CP that totaled $12,160,000 and a decrease from the current FY 2001 budget that totals $13,048,000. The principal reason for the decline from FY2002 was a reallocation of information technology monies to cover a funding shortfall elsewhere in the Global Bureau.

In FY 2003, Basic Education, the Center's top priority Strategic Objective, will receive $6,258,000. This represents an increase of $333,000 over FY 2001 to meet some of the expected increase in demand for technical assistance in policy planning, quality improvement, girls' education, child labor and education in nations in crisis. Higher education and workforce development, with its rapidly increasing demand for services from missions, will remain at $3,000,000. Training, which is expected to receive more requests for technical assistance with participant training in the U.S. and with improving the performance of in-country training and distance learning systems, will be brought up to $1 million, representing an increase of $225,000. The Information Technology area will be decreased from FY 2001 ($3 million) to FY 2002 ($2 million). This decrease will limit continued leadership in the Agency's IT team, the Presidential Initiative for Internet Economic Development, international technical assistance with telecommunications policy and training, and pilot applications in the field of information technology and distance learning.

Throughout the G/HCD results report, targets have been exceeded. There are also expanded opportunities for action to respond to new initiatives and needs which are not reflected in the standard FY 2002 resources request. Under the existing G/HCD programs, (a) the Agency has gained a leadership role in the global Education for All (EFA) Initiative; (b) TRAINET, an Agency-wide management software for training, has been deployed worldwide; (c) higher education partnerships have shown themselves to be an innovative way to focus U.S. higher education community (HEC) expertise on third world problems and leverage USAID resources; and (d) USAID has established a leadership position within USG agency participation in global information technology initiatives.

G/HCD requires an additional $11 million in program funds ($8 million in DA and $3 million in CSD funds) to exploit these opportunities created by success:

- $2 million in DA for the continued development of enhanced training support software, web-based courseware and field support, all the more necessary in the face of HIV/AIDS;
- $3 million DA for partnerships and personnel exchanges with the U.S. Higher Education Community;
- $3 million DA the seeding of public-private partnerships for the rapid deployment of IT access, training and services to under-served populations of developing countries.
- $3 million in CSD funds to develop and manage programs responding to the new basic education demands/opportunities related to abusive child labor, countries in crisis from strife and disasters, and education sector hollowing out from HIV/AIDS.

Personnel

The Center's request for FY 2002 maintains the current level of 15 direct-hire staff allocated among a front office and four SO teams. Even without additional funding, increased program responsibilities and mission requests for services require additional staff. We believe that adequate stewardship, accountability and covering inherently governmental functions requires one additional USDH position. For SO#4, Information Technology, we request an additional DH GS-14 position to manage expanded program activities as the IT budget has tripled to $3 million. In addition, the Center requires three (or four if USDH numbers are not increased) program-funded staff positions. SO#2, Higher Education, requires an additional program-funded position to address higher education issues related to the impact of HIV/AIDS on the education sector and its institutions. SO#3, Training, an additional program-funded position to strengthen the response capability of the Center for increased field demand for training assessments and technical support while strengthening overall program management. Finally, SO#1 requests on additional program-funded position to take on increased basic education and child labor field support and outreach.

Operating Expenses

Because many missions with large education programs lack BS 60 officers, G/HCD receives many requests for technical assistance in basic education. In addition, with the rise of mission demand for higher education reform and partnerships, technical assistance with workforce development, participant training advice and telecommunications policy and applications, we anticipate a growing series of requests for staff travel. At this time, the Center is requesting a minimum of $95,000 that will be supplemented through the use of program-funded travel and mission contributions to the Center's travel to assist their programs. However, we are cognizant of the need to increase the OE budget for travel should additional program funding be approved. Finally, should an additional direct-hire staff position be approved, we would require an additional $7,500 in OE travel funding. With regard to agency supplies and materials, the Center is requesting $5,000.

ENV Sub-Directive Amounts for FY 2001 Request

COUNTRY:						
S.O. # , Title	Total	Global climate change	Biodiversity	Environmentally sound energy	Urban and pollution prevention	Natural resource management
SO 1:	0					
SO 2:	0					
SO 3:	0					
SO 4:	0					
SO 5:	0					
SO 6:	0					
SO 7:	0					
SO 8:	0					
TOTAL PROGRAM	0	0	0	0	0	0

List of Objective ID numbers

ENV Sub-Directive Amounts for FY 2002 Request

COUNTRY:						
S.O. # , Title	Total	Global climate change	Biodiversity	Environmentally sound energy	Urban and pollution prevention	Natural resource management
SO 1:	0					
SO 2:	0					
SO 3:	0					
SO 4:	0					
SO 5:	0					
SO 6:	0					
SO 7:	0					
SO 8:	0					
TOTAL PROGRAM	0	0	0	0	0	0

List of Objective ID numbers

ENV Sub-Directive Amounts for FY 2002 Alternate Request

COUNTRY:						
S.O. # , Title	Total	Global climate change	Biodiversity	Environmentally sound energy	Urban and pollution prevention	Natural resource management
SO 1:	0					
SO 2:	0					
SO 3:	0					
SO 4:	0					
SO 5:	0					
SO 6:	0					
SO 7:	0					
SO 8:	0					
TOTAL PROGRAM	0	0	0	0	0	0

List of Objective ID numbers

ENV Sub-Directive Amounts for FY 2003 Request

COUNTRY:						
S.O. # , Title	Total	Global climate change	Biodiversity	Environmentally sound energy	Urban and pollution prevention	Natural resource management
SO 1:	0					
SO 2:	0					
SO 3:	0					
SO 4:	0					
SO 5:	0					
SO 6:	0					
SO 7:	0					
SO 8:	0					
TOTAL PROGRAM	0	0	0	0	0	0

List of Objective ID numbers

CSD Sub-Directive Amounts for FY 2001 Request

S.O. # , Title	Total	Child Survival/Maternal Health			Vulnerable Children		Other Infectious Diseases*		
COUNTRY:		Primary causes	Polio	Micronutrients	DCOF	HIV/AIDS	TB	Malaria	"Other"
SO 1:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 2:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 3:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 4:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 5:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 6:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 7:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 8:									
CSD	0								
Other	0								
	0	0	0				0	0	0
Total CSD	0	0	0				0	0	0
Total Other	0	0	0				0	0	0
TOTAL PROGRAM	0	0	0				0	0	0

Note: All funding for Malaria should now come from Infectious Diseases

CSD Sub-Directive Amounts for FY 2002 Alternate Request

COUNTRY:									
S.O. # , Title	**Total**	**Child Survival/Maternal Health**			**Vulnerable Children**		**Other Infectious Diseases***		
		Primary causes	**Polio**	**Micronutrients**	**DCOF**	**HIV/AIDS**	**TB**	**Malaria**	**"Other"**
SO 1:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 2:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 3:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 4:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 5:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 6:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 7:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 8:									
CSD	0								
Other	0								
	0	0	0				0	0	0
Total CSD	0	0	0				0	0	0
Total Other	0	0	0				0	0	0
TOTAL PROGRAM	0	0	0				0	0	0

Note: All funding for Malaria should now come from Infectious Diseases

CSD Sub-Directive Amounts for FY 2003 Request

COUNTRY:									
S.O. # , Title		**Child Survival/Maternal Health**			**Vulnerable Children**		**Other Infectious Diseases***		
	Total	**Primary causes**	**Polio**	**Micronutrients**	**DCOF**	**HIV/AIDS**	**TB**	**Malaria**	**"Other"**
SO 1:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 2:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 3:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 4:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 5:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 6:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 7:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 8:									
CSD	0								
Other	0								
	0	0	0				0	0	0
Total CSD	0	0	0				0	0	0
Total Other	0	0	0				0	0	0
TOTAL PROGRAM	0	0	0				0	0	0

Note: All funding for Malaria should now come from Infectious Diseases

FY 2001 Budget Request by Program/Country

Fiscal Year: 2001   **Program/Country: Center for Human Capacity Development**
Approp: DA/CSD
Scenario:

S.O. # , Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expendi-tures	Est. S.O. Pipeline End of 2001
FY 2001 Request															
SO 1: Improved and Expanded Basic Education, Especially for Girls, Women and Other Under-Served Populations															
Bilateral	7,811	5,925			5,925			0						5,495	8,241
Field Spt	799	0												320	479
	8,610	5,925	0	0	5,925	0	0	0	0	0		0	0	5,815	8,720
SO 2: The Contribution of Host-Country Institutions of Higher Education to Sustainable Development Increased															
Bilateral	2,746	3,000				3,000								2,298	3,448
Field Spt	6,767	0												2,702	4,065
	9,513	3,000	0	0	0	3,000	0	0	0	0		0	0	5,000	7,513
SO 3: The Work Performance of Host-Country Trainees and Effectiveness of Host-Country Organizations Improved by Training															
Bilateral	773	1,123				1,123								758	1,138
Field Spt	1,350	0												540	810
	2,123	1,123	0	0	0	1,123	0	0	0	0		0	0	1,298	1,948
SO 4: Access to and Application of Information and Telecommunications Services Expanded															
Bilateral	446	3,000				3,000								1,378	2,068
Field Spt	180	0												72	108
	626	3,000	0	0	0	3,000	0	0	0	0		0	0	1,450	2,176
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Bilateral	11,776	13,048	0	0	5,925	7,123	0	0	0	0		0	0	9,929	14,895
Total Field Support	9,096	0	0	0	0	0	0	0	0	0		0	0	3,634	5,462
TOTAL PROGRAM	20,872	13,048	0	0	5,925	7,123	0	0	0	0		0	0	13,563	20,357

FY 2001 Request Agency Goal Totals	
Econ Growth	0
Democracy	0
HCD	13,048
PHN	0
Environment	0
GCC (from all Goals)	0

FY 2001 Account Distribution (DA only)	
DA Program Total	7,123
CSD Program Total	5,925
TOTAL	13,048

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)
Prepare one set of tables for each appropriation Account
Tables for DA and CSD may be combined on one table.
For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account.

FY 2002 Budget Request by Program/Country

Fiscal Year: 2002 **Program/Country: Center for Human Capacity Development**
Approp: DA/CSD
Scenario:

S.O. # , Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expendi-tures	Est. S.O. Pipeline End of 2002
FY 2002 Request															
SO 1: Improved and Expanded Basic Education, Especially for Girls, Women and Other Under-Served Populations															
Bilateral	8,241	5,960			5,960			0						5,680	8,521
Field Spt		0													0
	8,241	5,960	0	0	5,960	0	0	0	0	0		0	0	5,680	8,521
SO 2: The Contribution of Host-Country Institutions of Higher Education to Sustainable Development Increased															
Bilateral	3,448	3,000				3,000								2,579	3,869
Field Spt		0													0
	3,448	3,000	0	0	0	3,000	0	0	0	0		0	0	2,579	3,869
SO 3: The Work Performance of Host-Country Trainees and Effectiveness of Host-Country Organizations Improved by Training															
Bilateral	1,138	1,200				1,200								935	1,403
Field Spt		0													0
	1,138	1,200	0	0	0	1,200	0	0	0	0		0	0	935	1,403
SO 4: Access to and Application of Information and Telecommunications Services Expanded															
Bilateral	2,068	2,000				2,000								2,027	2,041
Field Spt		0													0
	2,068	2,000	0	0	0	2,000	0	0	0	0		0	0	2,027	2,041
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Bilateral	14,895	12,160	0	0	5,960	6,200	0	0	0	0		0	0	11,221	15,834
Total Field Support	0	0	0	0	0	0	0	0	0	0		0	0	0	0
TOTAL PROGRAM	14,895	12,160	0	0	5,960	6,200	0	0	0	0		0	0	11,221	15,834

FY 2002 Request Agency Goal Totals	
Econ Growth	0
Democracy	0
HCD	12,160
PHN	0
Environment	0
GCC (from all Goals)	0

FY 2002 Account Distribution (DA only)	
DA Program Total	6,200
CSD Program Total	5,960
TOTAL	12,160

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)
Prepare one set of tables for each appropriation Account
Tables for DA and CSD may be combined on one table.
For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account.

FY 2002 ALT Budget Request by Program/Country

Fiscal Year: 2002 ALT **Program/Country:** Center for Human Capacity Development
Approp: DA/CSD
Scenario:

S.O. # , Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expendi-tures	Est. S.O. Pipeline End of 2002 ALT
FY 2002 ALT Request															
SO 1: Improved and Expanded Basic Education, Especially for Girls, Women and Other Under-Served Populations															
Bilateral	8,521	8,960			8,960			0						7,000	10,481
Field Spt		0													0
	8,521	8,960	0	0	8,960	0	0	0	0	0		0	0	7,000	10,481
SO 2: The Contribution of Host-Country Institutions of Higher Education to Sustainable Development Increased															
Bilateral	3,869	6,000				6,000								4,000	5,869
Field Spt		0													0
	3,869	6,000	0	0	0	6,000	0	0	0	0		0	0	4,000	5,869
SO 3: The Work Performance of Host-Country Trainees and Effectiveness of Host-Country Organizations Improved by Training															
Bilateral	1,403	3,200				3,200								2,000	2,603
Field Spt		0													0
	1,403	3,200	0	0	0	3,200	0	0	0	0		0	0	2,000	2,603
SO 4: Access to and Application of Information and Telecommunications Services Expanded															
Bilateral	2,041	6,000				6,000								3,700	4,341
Field Spt		0													0
	2,041	6,000	0	0	0	6,000	0	0	0	0		0	0	3,700	4,341
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Bilateral	15,834	24,160	0	0	8,960	15,200	0	0	0	0		0	0	16,700	23,294
Total Field Support	0	0	0	0	0	0	0	0	0	0		0	0	0	0
TOTAL PROGRAM	15,834	24,160	0	0	8,960	15,200	0	0	0	0		0	0	16,700	23,294

FY 2002 ALT Request Agency Goal Totals	
Econ Growth	0
Democracy	0
HCD	24,160
PHN	0
Environment	0
GCC (from all Goals)	0

FY 2002 ALT Account Distribution (DA only)	
DA Program Total	15,200
CSD Program Total	8,960
TOTAL	24,160

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)
Prepare one set of tables for each appropriation Account
Tables for DA and CSD may be combined on one table.
For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account.

FY 2003 Budget Request by Program/Country

Fiscal Year: 2003 **Program/Country: Center for Human Capacity Development**
Approp: DA/CSD
Scenario:

S.O. # , Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expendi-tures	Est. S.O. Pipeline End of 2003
FY 2003 Request															
SO 1: Improved and Expanded Basic Education, Especially for Girls, Women and Other Under-Served Populations															
Bilateral	8,521	6,258			6,258			0						5,912	8,867
Field Spt		0													0
	8,521	6,258	0	0	6,258	0	0	0	0	0		0	0	5,912	8,867
SO 2: The Contribution of Host-Country Institutions of Higher Education to Sustainable Development Increased															
Bilateral	3,869	3,000				3,000								2,748	4,121
Field Spt		0													0
	3,869	3,000	0	0	0	3,000	0	0	0	0		0	0	2,748	4,121
SO 3: The Work Performance of Host-Country Trainees and Effectiveness of Host-Country Organizations Improved by Training															
Bilateral	1,403	1,560				1,560								1,185	1,778
Field Spt		0													0
	1,403	1,560	0	0	0	1,560	0	0	0	0		0	0	1,185	1,778
SO 4: Access to and Application of Information and Telecommunications Services Expanded															
Bilateral	2,041	1,950				1,950								2,416	1,575
Field Spt		0													0
	2,041	1,950	0	0	0	1,950	0	0	0	0		0	0	2,416	1,575
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Bilateral	15,834	12,768	0	0	6,258	6,510	0	0	0	0		0	0	12,261	16,341
Total Field Support	0	0	0	0	0	0	0	0	0	0		0	0	0	0
TOTAL PROGRAM	15,834	12,768	0	0	6,258	6,510	0	0	0	0		0	0	12,261	16,341

FY 2003 Request Agency Goal Totals	
Econ Growth	0
Democracy	0
HCD	12,768
PHN	0
Environment	0
GCC (from all Goals)	0

FY 2003 Account Distribution (DA only)	
DA Program Total	6,510
CSD Program Total	6,258
TOTAL	12,768

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)
Prepare one set of tables for each appropriation Account
Tables for DA and CSD may be combined on one table.
For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account.

FY 2001 Budget Request by Program/Country

Fiscal Year: **2001**   Program/Country:
Approp: **ESF**
Scenario:

S.O. # , Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expendi-tures	Est. S.O. Pipeline End of 2001
SO 1: Successful Democratic Transition Including Free and Fair Elections															
Bilateral		0						0							0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 2: Successful Transition from Relief to Recovery Through a Community Reintegration Program															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 3:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 4:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 5:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 6:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 7:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 8:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Bilateral	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Field Support	0	0	0	0	0	0	0	0	0	0		0	0	0	0
TOTAL PROGRAM	0	0	0	0	0	0	0	0	0	0		0	0	0	0

FY 2001 Request Agency Goal Totals	
Econ Growth	0
Democracy	0
HCD	0
PHN	0
Environment	0
GCC (from all Goals)	0

FY 2001 Account Distribution (DA only)	
DA Program Total	0
CSD Program Total	0
TOTAL	0

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)
Prepare one set of tables for each appropriation Account
Tables for DA and CSD may be combined on one table.
For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account.

FY 2002 Budget Request by Program/Country

S.O. # , Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expendi-tures	Est. S.O. Pipeline End of 2002
SO 1: Successful Democratic Transition Including Free and Fair Elections															
Bilateral		0						0							0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 2: Successful Transition from Relief to Recovery Through a Community Reintegration Program															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 3:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 4:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 5:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 6:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 7:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 8:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Bilateral	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Field Support	0	0	0	0	0	0	0	0	0	0		0	0	0	0
TOTAL PROGRAM	0	0	0	0	0	0	0	0	0	0		0	0	0	0

FY 2002 Request Agency Goal Totals	
Econ Growth	0
Democracy	0
HCD	0
PHN	0
Environment	0
GCC (from all Goals)	0

FY 2002 Account Distribution (DA only)	
DA Program Total	0
CSD Program Total	0
TOTAL	0

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)
Prepare one set of tables for each appropriation Account
Tables for DA and CSD may be combined on one table.
For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account.

FY 2002 ALT Budget Request by Program/Country

Fiscal Year: 2002 ALT **Program/Country:**
Approp: ESF
Scenario:

S.O. # , Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expendi-tures	Est. S.O. Pipeline End of 2002 ALT
SO 1: Successful Democratic Transition Including Free and Fair Elections															
Bilateral		0						0							0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 2: Successful Transition from Relief to Recovery Through a Community Reintegration Program															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 3:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 4:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 5:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 6:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 7:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 8:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Bilateral	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Field Support	0	0	0	0	0	0	0	0	0	0		0	0	0	0
TOTAL PROGRAM	0	0	0	0	0	0	0	0	0	0		0	0	0	0

FY 2002 ALT Request Agency Goal Totals	
Econ Growth	0
Democracy	0
HCD	0
PHN	0
Environment	0
GCC (from all Goals)	0

FY 2002 ALT Account Distribution (DA only)	
DA Program Total	0
CSD Program Total	0
TOTAL	0

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)
Prepare one set of tables for each appropriation Account
Tables for DA and CSD may be combined on one table.
For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account.

FY 2003 Budget Request by Program/Country

Fiscal Year: 2003   **Program/Country:**
Approp: ESF
Scenario:

S.O. # , Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expendi-tures	Est. S.O. Pipeline End of 2003
SO 1: Successful Democratic Transition Including Free and Fair Elections															
Bilateral		0						0							0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 2: Successful Transition from Relief to Recovery Through a Community Reintegration Program															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 3:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 4:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 5:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 6:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 7:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 8:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Bilateral	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Field Support	0	0	0	0	0	0	0	0	0	0		0	0	0	0
TOTAL PROGRAM	0	0	0	0	0	0	0	0	0	0		0	0	0	0

FY 2003 Request Agency Goal Totals	
Econ Growth	0
Democracy	0
HCD	0
PHN	0
Environment	0
GCC (from all Goals)	0

FY 2003 Account Distribution (DA only)	
DA Program Total	0
CSD Program Total	0
TOTAL	0

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)
Prepare one set of tables for each appropriation Account
Tables for DA and CSD may be combined on one table.
For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account.

FY 2001 Budget Request by Program/Country

S.O. # , Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expendi-tures	Est. S.O. Pipeline End of 2001
FY 2001 Request															
SO 1: Successful Democratic Transition Including Free and Fair Elections															
Bilateral		0						0							0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 2: Successful Transition from Relief to Recovery Through a Community Reintegration Program															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 3:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 4:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 5:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 6:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 7:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 8:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Bilateral	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Field Support	0	0	0	0	0	0	0	0	0	0		0	0	0	0
TOTAL PROGRAM	0	0	0	0	0	0	0	0	0	0		0	0	0	0

FY 2001 Request Agency Goal Totals	
Econ Growth	0
Democracy	0
HCD	0
PHN	0
Environment	0
GCC (from all Goals)	0

FY 2001 Account Distribution (DA only)	
DA Program Total	0
CSD Program Total	0
TOTAL	0

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)
Prepare one set of tables for each appropriation Account
Tables for DA and CSD may be combined on one table.
For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account.

FY 2002 Budget Request by Program/Country

Fiscal Year: 2002 Program/Country:
Approp: FSA
Scenario:

S.O. # , Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expendi-tures	Est. S.O. Pipeline End of 2002
SO 1: Successful Democratic Transition Including Free and Fair Elections															
Bilateral		0						0							0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 2: Successful Transition from Relief to Recovery Through a Community Reintegration Program															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 3:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 4:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 5:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 6:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 7:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 8:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Bilateral	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Field Support	0	0	0	0	0	0	0	0	0	0		0	0	0	0
TOTAL PROGRAM	0	0	0	0	0	0	0	0	0	0		0	0	0	0

FY 2002 Request Agency Goal Totals	
Econ Growth	0
Democracy	0
HCD	0
PHN	0
Environment	0
GCC (from all Goals)	0

FY 2002 Account Distribution (DA only)	
DA Program Total	0
CSD Program Total	0
TOTAL	0

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)
Prepare one set of tables for each appropriation Account
Tables for DA and CSD may be combined on one table.
For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account.

FY 2002 ALT Budget Request by Program/Country

Fiscal Year: 2002 ALT **Program/Country:**
Approp: FSA
Scenario:

S.O. # , Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expendi-tures	Est. S.O. Pipeline End of 2002 ALT
SO 1: Successful Democratic Transition Including Free and Fair Elections															
Bilateral		0						0							0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 2: Successful Transition from Relief to Recovery Through a Community Reintegration Program															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 3:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 4:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 5:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 6:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 7:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 8:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Bilateral	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Field Support	0	0	0	0	0	0	0	0	0	0		0	0	0	0
TOTAL PROGRAM	0	0	0	0	0	0	0	0	0	0		0	0	0	0

FY 2002 ALT Request Agency Goal Totals	
Econ Growth	0
Democracy	0
HCD	0
PHN	0
Environment	0
GCC (from all Goals)	0

FY 2002 ALT Account Distribution (DA only)	
DA Program Total	0
CSD Program Total	0
TOTAL	0

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)
Prepare one set of tables for each appropriation Account
Tables for DA and CSD may be combined on one table.
For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account.

FY 2003 Budget Request by Program/Country

Fiscal Year: 2003   **Program/Country:**
Approp: FSA
Scenario:

S.O. # , Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expendi-tures	Est. S.O. Pipeline End of 2003
FY 2003 Request															
SO 1: Successful Democratic Transition Including Free and Fair Elections															
Bilateral		0						0							0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 2: Successful Transition from Relief to Recovery Through a Community Reintegration Program															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 3:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 4:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 5:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 6:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 7:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 8:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Bilateral	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Field Support	0	0	0	0	0	0	0	0	0	0		0	0	0	0
TOTAL PROGRAM	0	0	0	0	0	0	0	0	0	0		0	0	0	0

FY 2003 Request Agency Goal Totals	
Econ Growth	0
Democracy	0
HCD	0
PHN	0
Environment	0
GCC (from all Goals)	0

FY 2003 Account Distribution (DA only)	
DA Program Total	0
CSD Program Total	0
TOTAL	0

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)
Prepare one set of tables for each appropriation Account
Tables for DA and CSD may be combined on one table.
For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account.

FY 2001 Budget Request by Program/Country

Fiscal Year: 2001   **Program/Country:**
Approp: AEEB
Scenario:

S.O. # , Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expendi-tures	Est. S.O. Pipeline End of 2001
SO 1: Successful Democratic Transition Including Free and Fair Elections															
Bilateral		0						0							0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 2: Successful Transition from Relief to Recovery Through a Community Reintegration Program															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 3:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 4:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 5:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 6:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 7:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 8:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Bilateral	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Field Support	0	0	0	0	0	0	0	0	0	0		0	0	0	0
TOTAL PROGRAM	0	0	0	0	0	0	0	0	0	0		0	0	0	0

FY 2001 Request Agency Goal Totals

Econ Growth	0
Democracy	0
HCD	0
PHN	0
Environment	0
GCC (from all Goals)	0

FY 2001 Account Distribution (DA only)

DA Program Total	0
CSD Program Total	0
TOTAL	0

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)
Prepare one set of tables for each appropriation Account
Tables for DA and CSD may be combined on one table.
For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account.

FY 2002 Budget Request by Program/Country

Fiscal Year: 2002   **Program/Country: Center for Human Capacity Development**
Approp: DA/CSD
Scenario:

S.O. # , Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expendi-tures	Est. S.O. Pipeline End of 2002
FY 2002 Request															
SO 1: Improved and Expanded Basic Education, Especially for Girls, Women and Other Under-served Populations															
Bilateral	8,241	5,960			5,960			0						5,680	8,521
Field Spt		0													0
	8,241	5,960	0	0	5,960	0	0	0	0	0		0	0	5,680	8,521
SO 2: The Contribution of Host-Country Institutions of Higher Education to Sustainable Development Incrased															
Bilateral	3,448	3,000				3,000								2,579	3,869
Field Spt		0													0
	3,448	3,000	0	0	0	3,000	0	0	0	0		0	0	2,579	3,869
SO 3: The Work Performance of Host-Country Trainees and Effectiveness of Host-Country Organizations Improved by Training															
Bilateral	1,138	1,200				1,200								935	1,403
Field Spt		0													0
	1,138	1,200	0	0	0	1,200	0	0	0	0		0	0	935	1,403
SO 4: Access to and Application of Information and Telecommunications Services Expanded															
Bilateral	2,068	3,000				3,000								2,027	3,041
Field Spt		0													0
	2,068	3,000	0	0	0	3,000	0	0	0	0		0	0	2,027	3,041
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Bilateral	14,895	13,160	0	0	5,960	7,200	0	0	0	0		0	0	11,221	16,834
Total Field Support	0	0	0	0	0	0	0	0	0	0		0	0	0	0
TOTAL PROGRAM	14,895	13,160	0	0	5,960	7,200	0	0	0	0		0	0	11,221	16,834

FY 2002 Request Agency Goal Totals

Econ Growth	0
Democracy	0
HCD	13,160
PHN	0
Environment	0
GCC (from all Goals)	0

FY 2002 Account Distribution (DA only)

DA Program Total	7,200
CSD Program Total	5,960
TOTAL	13,160

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)
Prepare one set of tables for each appropriation Account
Tables for DA and CSD may be combined on one table.
For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account.

FY 2002 ALT Budget Request by Program/Country

Fiscal Year: **2002 ALT**   Program/Country: **Cener for Human Capacity Development**
Approp: **DA/CSD**
Scenario:

S.O. # , Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expendi-tures	Est. S.O. Pipeline End of 2002 ALT
FY 2002 ALT Request															
SO 1: Improved and Expanded Basic Education, Especially for Girls, Women and Other Under-served Populations															
Bilateral		0						0							0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 2: The Contribution of Host-Country Institutions of Higher Education to Sustainable Development Increased															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 3: The Work Performance of Host-Country Trainees and Effectiveness of Host-Country Organizations Improved by Training															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 4: Access to and Application of Information and Telecommunications Services Expanded															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 5:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 6:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 7:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 8:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Bilateral	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Field Support	0	0	0	0	0	0	0	0	0	0		0	0	0	0
TOTAL PROGRAM	0	0	0	0	0	0	0	0	0	0		0	0	0	0

FY 2002 ALT Request Agency Goal Totals	
Econ Growth	0
Democracy	0
HCD	0
PHN	0
Environment	0
GCC (from all Goals)	0

FY 2002 ALT Account Distribution (DA only)	
DA Program Total	0
CSD Program Total	0
TOTAL	0

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)
Prepare one set of tables for each appropriation Account
Tables for DA and CSD may be combined on one table.
For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account.

Washington and Overseas Workforce Tables

Org: G/HCD End of year On-Board **FY 2001 Estimate**	SO 1	SO 2	SO 3	SO 4	SO 5	SpO1	SpO2	Total SO/SpO	Org. Mgmt.	Fin. Mgmt	Admin. Mgmt	Con-tract	Legal	All Other	Total Mgmt.	Total Staff
OE Funded: 1/																
U.S. Direct Hire	4	2	2	3				11	2	1				1	4	15
Other U.S. Citizens								0							0	0
FSN/TCN Direct Hire								0							0	0
Other FSN/TCN								0							0	0
Subtotal	4	2	2	3	0	0	0	11	2	1	0	0	0	1	4	15
Program Funded 1/																
U.S. Citizens	1	4	2	2				9							0	9
FSNs/TCNs								0							0	0
Subtotal	1	4	2	2	0	0	0	9	0	0	0	0	0	0	0	9
Total Direct Workforce	5	6	4	5	0	0	0	20	2	1	0	0	0	1	4	24
TAACS	2			2				4							0	4
Fellows	1							1							0	1
NEPs	4	4						8							0	8
Subtotal	7	4	0	2	0	0	0	13	0	0	0	0	0	0	0	13
TOTAL WORKFORCE	12	10	4	7	0	0	0	33	2	1	0	0	0	1	4	37

1/ Excludes TAACS, Fellows, and NEPs

Washington and Overseas Workforce Tables

Org: G/HCD End of year On-Board **FY 2002 Target**	SO 1	SO 2	SO 3	SO 4	SO 5	SpO1	SpO2	Total SO/SpO	Org. Mgmt.	Fin. Mgmt	Admin. Mgmt	Con-tract	Legal	All Other	Total Mgmt.	Total Staff
OE Funded: 1/																
U.S. Direct Hire	4	2	3	2				11	2	1				1	4	15
Other U.S. Citizens								0							0	0
FSN/TCN Direct Hire								0							0	0
Other FSN/TCN								0							0	0
Subtotal	4	2	3	2	0	0	0	11	2	1	0	0	0	1	4	15
Program Funded 1/																
U.S. Citizens	1	4	2	2				9							0	9
FSNs/TCNs								0							0	0
Subtotal	1	4	2	2	0	0	0	9	0	0	0	0	0	0	0	9
Total Direct Workforce	5	6	5	4	0	0	0	20	2	1	0	0	0	1	4	24
TAACS	2			2				4							0	4
Fellows	1							1							0	1
NEPs	3	3						6							0	6
Subtotal	6	3	0	2	0	0	0	11	0	0	0	0	0	0	0	11
TOTAL WORKFORCE	11	9	5	6	0	0	0	31	2	1	0	0	0	1	4	35

1/ Excludes TAACS, Fellows, and NEPs

Washington and Overseas Workforce Tables

Org.: G/HCD End of year On-Board FY 2003 Target	SO 1	SO 2	SO 3	SO 4	SO 5	SpO1	SpO2	Total SO/SpO Staff	Org. Mgmt.	Fin. Mgmt	Admin. Mgmt	Con-tract	Legal	All Other	Total Mgmt.	Total Staff
OE Funded: 1/																
U.S. Direct Hire	4	2	3	2				11	2	1				1	4	15
Other U.S. Citizens								0							0	0
FSN/TCN Direct Hire								0							0	0
Other FSN/TCN								0							0	0
Subtotal	4	2	3	2	0	0	0	11	2	1	0	0	0	1	4	15
Program Funded 1/																
U.S. Citizens	1	4	2	2				9							0	9
FSNs/TCNs								0							0	0
Subtotal	1	4	2	2	0	0	0	9	0	0	0	0	0	0	0	9
Total Direct Workforce	5	6	5	4	0	0	0	20	2	1	0	0	0	1	4	24
TAACS	2			2				4							0	4
Fellows	1							1							0	1
NEPs	3	3						6							0	6
Subtotal	6	3	0	2	0	0	0	11	0	0	0	0	0	0	0	11
TOTAL WORKFORCE	11	9	5	6	0	0	0	31	2	1	0	0	0	1	4	35

1/ Excludes TAACS, Fellows, and NEPs   TABLE R4 FY 02 G-HCD all staffing table.xls

Washington and Overseas Workforce Tables

Org.: G/HCD End of year On-Board **FY 2003 Request**	SO 1	SO 2	SO 3	SO 4	SO 5	SpO1	SpO2	Total SO/SpO Staff	Org. Mgmt.	Fin. Mgmt	Admin. Mgmt	Con- tract	Legal	All Other	Total Mgmt.	Total Staff
OE Funded: 1/																
U.S. Direct Hire	4	2	3	3				12	2	1				1	4	16
Other U.S. Citizens								0							0	0
FSN/TCN Direct Hire								0							0	0
Other FSN/TCN								0							0	0
Subtotal	4	2	3	3	0	0	0	12	2	1	0	0	0	1	4	16
Program Funded 1/																
U.S. Citizens	2	5	3	2				12							0	12
FSNs/TCNs								0							0	0
Subtotal	2	5	3	2	0	0	0	12	0	0	0	0	0	0	0	12
Total Direct Workforce	6	7	6	5	0	0	0	24	2	1	0	0	0	1	4	28
TAACS	2			2				4							0	4
Fellows	1							1							0	1
NEPs	3	3						6							0	6
Subtotal	6	3	0	2	0	0	0	11	0	0	0	0	0	0	0	11
TOTAL WORKFORCE	12	10	6	7	0	0	0	35	2	1	0	0	0	1	4	39

1/ Excludes TAACS, Fellows, and NEPs

TABLE R4 FY 02 G-HCD all staffing table.xls

USDH Staffing Requirements by Backstop, FY 2001 - FY 2004

Mission: G/HCD	please fill in mission name

Occupational Backstop (BS)	Number of USDH Employees in Backstop in:			
	FY 2001	FY 2002	FY 2003	FY 2004
Senior Management				
SMG - 01	2	2	2	2
Program Management				
Program Mgt - 02	1	1	1	1
Project Dvpm Officer - 94				
Support Management				
EXO - 03				
Controller - 04				
Legal - 85				
Commodity Mgt. - 92				
Contract Mgt. - 93				
Secretary - 05 & 07	1	1	1	1
Sector Management				
Agriculture - 10 & 14				
Economics - 11				
Democracy - 12				
Food for Peace - 15				
Private Enterprise - 21				
Engineering - 25				
Environment - 40 & 75				
Health/Pop. - 50				
Education - 60	11	11	12	12
Total	15	15	16	16

GDOs: If you have a position that is currently designated a BS-12 GDO, list that position under the occupational backstop that most closely reflects the skills needed for the position.
RUDOs: do not forget to include those who were in UE-funded RUDO positions.
remaining **IDIs**: list under the occupational Backstop for the work they do.

Please e-mail this worksheet in Excel to: Maribeth Zankowski@HR.PPIM@aidw and to M. Cary Kauffman@HR.PPIM@aidw as well as include it with your R4 submission.

Org. Title: _____												
Org. No: _____	**FY 2001 Estimate**			**FY 2002 Target**			**FY 2003 Target**			**FY 2003 Request**		
OC	**Dollars**	**TF**	**Total**	**Dollars**	**TF**	**Total**	**Dollars**	**TF**	**Total**	**Dollars**	**TF**	**Total**
11.1 Personnel compensation, full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.1 Base Pay & pymt. for annual leave balances - FNDH			0.0			0.0			0.0			0.0
Subtotal OC 11.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
11.3 Personnel comp. - other than full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.3 Base Pay & pymt. for annual leave balances - FNDH			0.0			0.0			0.0			0.0
Subtotal OC 11.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
11.5 Other personnel compensation	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.5 USDH			0.0			0.0			0.0			0.0
11.5 FNDH			0.0			0.0			0.0			0.0
Subtotal OC 11.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
11.8 Special personal services payments	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.8 USPSC Salaries			0.0			0.0			0.0			0.0
11.8 FN PSC Salaries			0.0			0.0			0.0			0.0
11.8 IPA/Details-In/PASAs/RSSAs Salaries			0.0			0.0			0.0			0.0
Subtotal OC 11.8	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
12.1 Personnel benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1 USDH benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1 Educational Allowances			0.0			0.0			0.0			0.0
12.1 Cost of Living Allowances			0.0			0.0			0.0			0.0
12.1 Home Service Transfer Allowances			0.0			0.0			0.0			0.0
12.1 Quarters Allowances			0.0			0.0			0.0			0.0
12.1 Other Misc. USDH Benefits			0.0			0.0			0.0			0.0
12.1 FNDH Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1 * Payments to FSN Voluntary Separation Fund - FNDH			0.0			0.0			0.0			0.0
12.1 Other FNDH Benefits			0.0			0.0			0.0			0.0
12.1 US PSC Benefits			0.0			0.0			0.0			0.0
12.1 FN PSC Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1 * Payments to FSN Voluntary Separation Fund - FN PSC			0.0			0.0			0.0			0.0
12.1 Other FN PSC Benefits			0.0			0.0			0.0			0.0
12.1 IPA/Detail-In/PASA/RSSA Benefits			0.0			0.0			0.0			0.0
Subtotal OC 12.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
13.0 Benefits for former personnel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0 FNDH	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0 Severance Payments for FNDH			0.0			0.0			0.0			0.0
13.0 Other Benefits for Former Personnel - FNDH			0.0			0.0			0.0			0.0

Org. Title: _____

Org. No: _____	FY 2001 Estimate			FY 2002 Target			FY 2003 Target			FY 2003 Request		
OC	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
13.0 FN PSCs	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0 Severance Payments for FN PSCs			0.0			0.0			0.0			0.0
13.0 Other Benefits for Former Personnel - FN PSCs			0.0			0.0			0.0			0.0
Subtotal OC 13.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
21.0 Travel and transportation of persons	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0 Training Travel			0.0			0.0			0.0			0.0
21.0 Mandatory/Statutory Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0 Post Assignment Travel - to field			0.0			0.0			0.0			0.0
21.0 Assignment to Washington Travel			0.0			0.0			0.0			0.0
21.0 Home Leave Travel			0.0			0.0			0.0			0.0
21.0 R & R Travel			0.0			0.0			0.0			0.0
21.0 Education Travel			0.0			0.0			0.0			0.0
21.0 Evacuation Travel			0.0			0.0			0.0			0.0
21.0 Retirement Travel			0.0			0.0			0.0			0.0
21.0 Pre-Employment Invitational Travel			0.0			0.0			0.0			0.0
21.0 Other Mandatory/Statutory Travel			0.0			0.0			0.0			0.0
21.0 Operational Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0 Site Visits - Headquarters Personnel			0.0			0.0			0.0			0.0
21.0 Site Visits - Mission Personnel			0.0			0.0			0.0			0.0
21.0 Conferences/Seminars/Meetings/Retreats			0.0			0.0			0.0			0.0
21.0 Assessment Travel			0.0			0.0			0.0			0.0
21.0 Impact Evaluation Travel			0.0			0.0			0.0			0.0
21.0 Disaster Travel (to respond to specific disasters)			0.0			0.0			0.0			0.0
21.0 Recruitment Travel			0.0			0.0			0.0			0.0
21.0 Other Operational Travel			0.0			0.0			0.0			0.0
Subtotal OC 21.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
22.0 Transportation of things	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
22.0 Post assignment freight			0.0			0.0			0.0			0.0
22.0 Home Leave Freight			0.0			0.0			0.0			0.0
22.0 Retirement Freight			0.0			0.0			0.0			0.0
22.0 Transportation/Freight for Office Furniture/Equip.			0.0			0.0			0.0			0.0
22.0 Transportation/Freight for Res. Furniture/Equip.			0.0			0.0			0.0			0.0
Subtotal OC 22.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
23.2 Rental payments to others	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.2 Rental Payments to Others - Office Space			0.0			0.0			0.0			0.0
23.2 Rental Payments to Others - Warehouse Space			0.0			0.0			0.0			0.0
23.2 Rental Payments to Others - Residences			0.0			0.0			0.0			0.0

Org. Title: _____												
Org. No: _____	**FY 2001 Estimate**			**FY 2002 Target**			**FY 2003 Target**			**FY 2003 Request**		
OC	**Dollars**	**TF**	**Total**	**Dollars**	**TF**	**Total**	**Dollars**	**TF**	**Total**	**Dollars**	**TF**	**Total**
Subtotal OC 23.2	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
23.3 Communications, utilities, and miscellaneous charges	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.3 Office Utilities			0.0			0.0			0.0			0.0
23.3 Residential Utilities			0.0			0.0			0.0			0.0
23.3 Telephone Costs			0.0			0.0			0.0			0.0
23.3 IT Software Leases			0.0			0.0			0.0			0.0
23.3 IT Hardware Lease			0.0			0.0			0.0			0.0
23.3 Commercial Time Sharing			0.0			0.0			0.0			0.0
23.3 Postal Fees (Other than APO Mail)			0.0			0.0			0.0			0.0
23.3 Other Mail Service Costs			0.0			0.0			0.0			0.0
23.3 Courier Services			0.0			0.0			0.0			0.0
Subtotal OC 23.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
24.0 Printing and Reproduction			0.0			0.0			0.0			0.0
Subtotal OC 24.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.1 Advisory and assistance services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.1 Studies, Analyses, & Evaluations			0.0			0.0			0.0			0.0
25.1 Management & Professional Support Services			0.0			0.0			0.0			0.0
25.1 Engineering & Technical Services			0.0			0.0			0.0			0.0
Subtotal OC 25.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.2 Other services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.2 Office Security Guards			0.0			0.0			0.0			0.0
25.2 Residential Security Guard Services			0.0			0.0			0.0			0.0
25.2 Official Residential Expenses			0.0			0.0			0.0			0.0
25.2 Representation Allowances			0.0			0.0			0.0			0.0
25.2 Non-Federal Audits			0.0			0.0			0.0			0.0
25.2 Grievances/Investigations			0.0			0.0			0.0			0.0
25.2 Insurance and Vehicle Registration Fees			0.0			0.0			0.0			0.0
25.2 Vehicle Rental			0.0			0.0			0.0			0.0
25.2 Manpower Contracts			0.0			0.0			0.0			0.0
25.2 Records Declassification & Other Records Services			0.0			0.0			0.0			0.0
25.2 Recruiting activities			0.0			0.0			0.0			0.0
25.2 Penalty Interest Payments			0.0			0.0			0.0			0.0
25.2 Other Miscellaneous Services			0.0			0.0			0.0			0.0
25.2 Staff training contracts			0.0			0.0			0.0			0.0
25.2 IT related contracts			0.0			0.0			0.0			0.0
Subtotal OC 25.2	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

OPERATING EXPENSES

Org. Title: _____

Org. No: _____	FY 2001 Estimate			FY 2002 Target			FY 2003 Target			FY 2003 Request		
OC	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
25.3 Purchase of goods and services from Government accounts	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.3 ICASS			0.0			0.0			0.0			0.0
25.3 All Other Services from Other Gov't. accounts			0.0			0.0			0.0			0.0
Subtotal OC 25.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.4 Operation and maintenance of facilities	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.4 Office building Maintenance			0.0			0.0			0.0			0.0
25.4 Residential Building Maintenance			0.0			0.0			0.0			0.0
Subtotal OC 25.4	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.6 Medical Care												
Subtotal OC 25.6	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.7 Operation/maintenance of equipment & storage of goods	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.7 IT and telephone operation and maintenance costs			0.0			0.0			0.0			0.0
25.7 Storage Services			0.0			0.0			0.0			0.0
25.7 Office Furniture/Equip. Repair and Maintenance			0.0			0.0			0.0			0.0
25.7 Vehicle Repair and Maintenance			0.0			0.0			0.0			0.0
25.7 Residential Furniture/Equip. Repair and Maintenance			0.0			0.0			0.0			0.0
Subtotal OC 25.7	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.8 Subsistance & spt. of persons (by contract or Gov't.)			0.0			0.0			0.0			0.0
Subtotal OC 25.8	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
26.0 Supplies and materials			0.0			0.0			0.0			0.0
Subtotal OC 26.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
31.0 Equipment	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
31.0 Purchase of Residential Furniture/Equip.			0.0			0.0			0.0			0.0
31.0 Purchase of Office Furniture/Equip.			0.0			0.0			0.0			0.0
31.0 Purchase of Vehicles			0.0			0.0			0.0			0.0
31.0 Armoring of Vehicles			0.0			0.0			0.0			0.0
31.0 Purchase of Printing/Graphics Equipment			0.0			0.0			0.0			0.0
31.0 IT Hardware purchases			0.0			0.0			0.0			0.0
31.0 IT Software purchases			0.0			0.0			0.0			0.0
Subtotal OC 31.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
32.0 Lands and structures	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		

OPERATING EXPENSES

Org. Title: _____

Org. No: _____

OC		FY 2001 Estimate			FY 2002 Target			FY 2003 Target			FY 2003 Request		
		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
32.0	Purchase of Land & Buildings (& bldg. construction)			0.0			0.0			0.0			0.0
32.0	Purchase of fixed equipment for buildings			0.0			0.0			0.0			0.0
32.0	Purchase of fixed security equipment for buildings			0.0			0.0			0.0			0.0
32.0	Building Renovations/Alterations - Office			0.0			0.0			0.0			0.0
32.0	Building Renovations/Alterations - Residential			0.0			0.0			0.0			0.0
	Subtotal OC 32.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
42.0	Claims and indemnities			0.0			0.0			0.0			0.0
	Subtotal OC 42.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	TOTAL BUDGET	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

Additional Mandatory Information

Dollars Used for Local Currency Purchases _____._____ _____._____ _____._____

Exchange Rate Used in Computations _____ _____ _____ _____ _____ _____

* If data is shown on either of these lines, you MUST submit the form showing deposits to and withdrawals from the FSN Voluntary Separation Fund.

On that form, OE funded deposits must equal: 0.0 0.0 0.0

TABLE G-HCD03R2B_OE.xls

Organization: _____

Foreign National Voluntary Separation Account								
	FY 2001			FY 2002			FY 2003		
Action	OE	Program	Total	OE	Program	Total	OE	Program	Total
Deposits			0.0			0.0			0.0
Withdrawals			0.0			0.0			0.0

Local Currency Trust Funds - Regular				
	FY 2001 Estimate	FY 2002 Target	FY 2003 Target	FY 2003 Request
Balance Start of Year				
Obligations				
Deposits				
Balance End of Year	0.0	0.0	0.0	0.0

Exchange Rate   _____   _____   _____

Local Currency Trust Funds - Real Property				
	FY 2001 Estimate	FY 2002 Target	FY 2003 Target	FY 2003 Request
Balance Start of Year				
Obligations				
Deposits				
Balance End of Year	0.0	0.0	0.0	0.0

Exchange Rate   _____   _____   _____

TABLE G-HCD03R2B_TFFSN.xls

Cost of Controller Operations

Org. Title: _____

Org. No: _____

OC		FY 2001 Estimate			FY 2002 Target			FY 2003 Target			FY 2003 Request		
		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
11.1	Personnel compensation, full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.1	Base Pay & pymt. for annual leave balances - FNDH			0.0			0.0			0.0			0.0
	Subtotal OC 11.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
11.3	Personnel comp. - other than full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.3	Base Pay & pymt. for annual leave balances - FNDH			0.0			0.0			0.0			0.0
	Subtotal OC 11.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
11.5	Other personnel compensation	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.5	USDH			0.0			0.0			0.0			0.0
11.5	FNDH			0.0			0.0			0.0			0.0
	Subtotal OC 11.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
11.8	Special personal services payments	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.8	USPSC Salaries			0.0			0.0			0.0			0.0
11.8	FN PSC Salaries			0.0			0.0			0.0			0.0
11.8	IPA/Details-In/PASAs/RSSAs Salaries			0.0			0.0			0.0			0.0
	Subtotal OC 11.8	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
12.1	Personnel benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	USDH benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	Educational Allowances			0.0			0.0			0.0			0.0
12.1	Cost of Living Allowances			0.0			0.0			0.0			0.0
12.1	Home Service Transfer Allowances			0.0			0.0			0.0			0.0
12.1	Quarters Allowances			0.0			0.0			0.0			0.0
12.1	Other Misc. USDH Benefits			0.0			0.0			0.0			0.0
12.1	FNDH Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1 *	Payments to FSN Voluntary Separation Fund - FNDH			0.0			0.0			0.0			0.0
12.1	Other FNDH Benefits			0.0			0.0			0.0			0.0
12.1	US PSC Benefits			0.0			0.0			0.0			0.0
12.1	FN PSC Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1 *	Payments to FSN Voluntary Separation Fund - FN PSC			0.0			0.0			0.0			0.0
12.1	Other FN PSC Benefits			0.0			0.0			0.0			0.0
12.1	IPA/Detail-In/PASA/RSSA Benefits			0.0			0.0			0.0			0.0
	Subtotal OC 12.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
13.0	Benefits for former personnel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	FNDH	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FNDH			0.0			0.0			0.0			0.0
13.0	Other Benefits for Former Personnel - FNDH			0.0			0.0			0.0			0.0
13.0	FN PSCs	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FN PSCs			0.0			0.0			0.0			0.0
13.0	Other Benefits for Former Personnel - FN PSCs			0.0			0.0			0.0			0.0
	Subtotal OC 13.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
21.0	Travel and transportation of persons	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Training Travel			0.0			0.0			0.0			0.0
21.0	Mandatory/Statutory Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Post Assignment Travel - to field			0.0			0.0			0.0			0.0
21.0	Assignment to Washington Travel			0.0			0.0			0.0			0.0
21.0	Home Leave Travel			0.0			0.0			0.0			0.0
21.0	R & R Travel			0.0			0.0			0.0			0.0
21.0	Education Travel			0.0			0.0			0.0			0.0
21.0	Evacuation Travel			0.0			0.0			0.0			0.0
21.0	Retirement Travel			0.0			0.0			0.0			0.0
21.0	Pre-Employment Invitational Travel			0.0			0.0			0.0			0.0

| Org. Title: _____ |
| Org. No: _____ |

OC		FY 2001 Estimate			FY 2002 Target			FY 2003 Target			FY 2003 Request		
		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
21.0	Other Mandatory/Statutory Travel			0.0			0.0			0.0			0.0
21.0	Operational Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Site Visits - Headquarters Personnel			0.0			0.0			0.0			0.0
21.0	Site Visits - Mission Personnel			0.0			0.0			0.0			0.0
21.0	Conferences/Seminars/Meetings/Retreats			0.0			0.0			0.0			0.0
21.0	Assessment Travel			0.0			0.0			0.0			0.0
21.0	Impact Evaluation Travel			0.0			0.0			0.0			0.0
21.0	Disaster Travel (to respond to specific disasters)			0.0			0.0			0.0			0.0
21.0	Recruitment Travel			0.0			0.0			0.0			0.0
21.0	Other Operational Travel			0.0			0.0			0.0			0.0
	Subtotal OC 21.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
22.0	Transportation of things	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
22.0	Post assignment freight			0.0			0.0			0.0			0.0
22.0	Home Leave Freight			0.0			0.0			0.0			0.0
22.0	Retirement Freight			0.0			0.0			0.0			0.0
22.0	Transportation/Freight for Office Furniture/Equip.			0.0			0.0			0.0			0.0
22.0	Transportation/Freight for Res. Furniture/Equip.			0.0			0.0			0.0			0.0
	Subtotal OC 22.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
23.2	Rental payments to others	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.2	Rental Payments to Others - Office Space			0.0			0.0			0.0			0.0
23.2	Rental Payments to Others - Warehouse Space			0.0			0.0			0.0			0.0
23.2	Rental Payments to Others - Residences			0.0			0.0			0.0			0.0
	Subtotal OC 23.2	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
23.3	Communications, utilities, and miscellaneous charges	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.3	Office Utilities			0.0			0.0			0.0			0.0
23.3	Residential Utilities			0.0			0.0			0.0			0.0
23.3	Telephone Costs			0.0			0.0			0.0			0.0
23.3	IT Software Leases			0.0			0.0			0.0			0.0
23.3	IT Hardware Lease			0.0			0.0			0.0			0.0
23.3	Commercial Time Sharing			0.0			0.0			0.0			0.0
23.3	Postal Fees (Other than APO Mail)			0.0			0.0			0.0			0.0
23.3	Other Mail Service Costs			0.0			0.0			0.0			0.0
23.3	Courier Services			0.0			0.0			0.0			0.0
	Subtotal OC 23.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
24.0	Printing and Reproduction			0.0			0.0			0.0			0.0
	Subtotal OC 24.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.1	Advisory and assistance services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.1	Studies, Analyses, & Evaluations			0.0			0.0			0.0			0.0
25.1	Management & Professional Support Services			0.0			0.0			0.0			0.0
25.1	Engineering & Technical Services			0.0			0.0			0.0			0.0
	Subtotal OC 25.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.2	Other services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.2	Office Security Guards			0.0			0.0			0.0			0.0
25.2	Residential Security Guard Services			0.0			0.0			0.0			0.0
25.2	Official Residential Expenses			0.0			0.0			0.0			0.0
25.2	Representation Allowances			0.0			0.0			0.0			0.0
25.2	Non-Federal Audits			0.0			0.0			0.0			0.0
25.2	Grievances/Investigations			0.0			0.0			0.0			0.0
25.2	Insurance and Vehicle Registration Fees			0.0			0.0			0.0			0.0
25.2	Vehicle Rental			0.0			0.0			0.0			0.0

Cost of Controller Operations

Org. Title:	_____

| Org. No: | _____ |

OC		FY 2001 Estimate			FY 2002 Target			FY 2003 Target			FY 2003 Request		
		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
25.2	Manpower Contracts			0.0			0.0			0.0			0.0
25.2	Records Declassification & Other Records Services			0.0			0.0			0.0			0.0
25.2	Recruiting activities			0.0			0.0			0.0			0.0
25.2	Penalty Interest Payments			0.0			0.0			0.0			0.0
25.2	Other Miscellaneous Services			0.0			0.0			0.0			0.0
25.2	Staff training contracts			0.0			0.0			0.0			0.0
25.2	IT related contracts			0.0			0.0			0.0			0.0
	Subtotal OC 25.2	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.3	Purchase of goods and services from Government accounts	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.3	ICASS			0.0			0.0			0.0			0.0
25.3	All Other Services from Other Gov't. accounts			0.0			0.0			0.0			0.0
	Subtotal OC 25.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.4	Operation and maintenance of facilities	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.4	Office building Maintenance			0.0			0.0			0.0			0.0
25.4	Residential Building Maintenance			0.0			0.0			0.0			0.0
	Subtotal OC 25.4	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.6	Medical Care												
	Subtotal OC 25.6	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.7	Operation/maintenance of equipment & storage of goods	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.7	IT and telephone operation and maintenance costs			0.0			0.0			0.0			0.0
25.7	Storage Services			0.0			0.0			0.0			0.0
25.7	Office Furniture/Equip. Repair and Maintenance			0.0			0.0			0.0			0.0
25.7	Vehicle Repair and Maintenance			0.0			0.0			0.0			0.0
25.7	Residential Furniture/Equip. Repair and Maintenance			0.0			0.0			0.0			0.0
	Subtotal OC 25.7	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.8	Subsistance & spt. of persons (by contract or Gov't.)			0.0			0.0			0.0			0.0
	Subtotal OC 25.8	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
26.0	Supplies and materials			0.0			0.0			0.0			0.0
	Subtotal OC 26.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
31.0	Equipment	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
31.0	Purchase of Residential Furniture/Equip.			0.0			0.0			0.0			0.0
31.0	Purchase of Office Furniture/Equip.			0.0			0.0			0.0			0.0
31.0	Purchase of Vehicles			0.0			0.0			0.0			0.0
31.0	Armoring of Vehicles			0.0			0.0			0.0			0.0
31.0	Purchase of Printing/Graphics Equipment			0.0			0.0			0.0			0.0
31.0	IT Hardware purchases			0.0			0.0			0.0			0.0
31.0	IT Software purchases			0.0			0.0			0.0			0.0
	Subtotal OC 31.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
32.0	Lands and structures	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
32.0	Purchase of Land & Buildings (& bldg. construction)			0.0			0.0			0.0			0.0
32.0	Purchase of fixed equipment for buildings			0.0			0.0			0.0			0.0
32.0	Purchase of fixed security equipment for buildings			0.0			0.0			0.0			0.0
32.0	Building Renovations/Alterations - Office			0.0			0.0			0.0			0.0
32.0	Building Renovations/Alterations - Residential			0.0			0.0			0.0			0.0
	Subtotal OC 32.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
42.0	Claims and indemnities			0.0			0.0			0.0			0.0

Cost of Controller Operations

Org. Title: _____		FY 2001 Estimate			FY 2002 Target			FY 2003 Target			FY 2003 Request		
Org. No: _____													
OC		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
	Subtotal OC 42.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	TOTAL BUDGET	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

Additional Mandatory Information
    Dollars Used for Local Currency Purchases   .   .   .
    Exchange Rate Used in Computations

*   If data is shown on either of these lines, you MUST submit the form showing deposits to and withdrawals from the FSN Voluntary Separation Fund.
    On that form, OE funded deposits must equal: 0.0   0.0   0.0

Accessing Global Bureau Services Through Field Support and Buy-Ins

Objective Name	Field Support and Buy-Ins: Activity Title & Number	Priority *	Duration	Estimated Funding ($000)			
				FY 2002 Obligated by:		FY 2003 Obligated by:	
				Operating Unit	Global Bureau	Operating Unit	Global Bureau
GRAND TOTAL...							

* For Priorities use high, medium-high, medium, medium-low, low

rsw/r401/fldsup00.xls - 11/30/99

USAID Costs as ICASS Service Provider

Org. Title: _____

Org. No: _____

OC		FY 2001 Estimate			FY 2002 Target			FY 2003 Target			FY 2003 Request		
		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
11.1	Personnel compensation, full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.1	Base Pay & pymt. for annual leave balances - FNDH			0.0			0.0			0.0			0.0
	Subtotal OC 11.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
11.3	Personnel comp. - other than full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.3	Base Pay & pymt. for annual leave balances - FNDH			0.0			0.0			0.0			0.0
	Subtotal OC 11.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
11.5	Other personnel compensation	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.5	USDH			0.0			0.0			0.0			0.0
11.5	FNDH			0.0			0.0			0.0			0.0
	Subtotal OC 11.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
11.8	Special personal services payments	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.8	USPSC Salaries			0.0			0.0			0.0			0.0
11.8	FN PSC Salaries			0.0			0.0			0.0			0.0
11.8	IPA/Details-In/PASAs/RSSAs Salaries			0.0			0.0			0.0			0.0
	Subtotal OC 11.8	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
12.1	Personnel benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	USDH benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	Educational Allowances			0.0			0.0			0.0			0.0
12.1	Cost of Living Allowances			0.0			0.0			0.0			0.0
12.1	Home Service Transfer Allowances			0.0			0.0			0.0			0.0
12.1	Quarters Allowances			0.0			0.0			0.0			0.0
12.1	Other Misc. USDH Benefits			0.0			0.0			0.0			0.0
12.1	FNDH Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	Payments to FSN Voluntary Separation Fund - FNDH			0.0			0.0			0.0			0.0
12.1	Other FNDH Benefits			0.0			0.0			0.0			0.0
12.1	US PSC Benefits			0.0			0.0			0.0			0.0
12.1	FN PSC Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	Payments to FSN Voluntary Separation Fund - FN PSC			0.0			0.0			0.0			0.0
12.1	Other FN PSC Benefits			0.0			0.0			0.0			0.0
12.1	IPA/Detail-In/PASA/RSSA Benefits			0.0			0.0			0.0			0.0
	Subtotal OC 12.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
13.0	Benefits for former personnel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	FNDH	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FNDH			0.0			0.0			0.0			0.0
13.0	Other Benefits for Former Personnel - FNDH			0.0			0.0			0.0			0.0
13.0	FN PSCs	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FN PSCs			0.0			0.0			0.0			0.0
13.0	Other Benefits for Former Personnel - FN PSCs			0.0			0.0			0.0			0.0
	Subtotal OC 13.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
21.0	Travel and transportation of persons	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Training Travel			0.0			0.0			0.0			0.0
21.0	Mandatory/Statutory Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Post Assignment Travel - to field			0.0			0.0			0.0			0.0
21.0	Assignment to Washington Travel			0.0			0.0			0.0			0.0
21.0	Home Leave Travel			0.0			0.0			0.0			0.0
21.0	R & R Travel			0.0			0.0			0.0			0.0
21.0	Education Travel			0.0			0.0			0.0			0.0
21.0	Evacuation Travel			0.0			0.0			0.0			0.0
21.0	Retirement Travel			0.0			0.0			0.0			0.0
21.0	Pre-Employment Invitational Travel			0.0			0.0			0.0			0.0

USAID Costs as ICASS Service Provider

Org. Title: _____

Org. No: _____

OC		FY 2001 Estimate			FY 2002 Target			FY 2003 Target			FY 2003 Request		
		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
21.0	Other Mandatory/Statutory Travel			0.0			0.0			0.0			0.0
21.0	Operational Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Site Visits - Headquarters Personnel			0.0			0.0			0.0			0.0
21.0	Site Visits - Mission Personnel			0.0			0.0			0.0			0.0
21.0	Conferences/Seminars/Meetings/Retreats			0.0			0.0			0.0			0.0
21.0	Assessment Travel			0.0			0.0			0.0			0.0
21.0	Impact Evaluation Travel			0.0			0.0			0.0			0.0
21.0	Disaster Travel (to respond to specific disasters)			0.0			0.0			0.0			0.0
21.0	Recruitment Travel			0.0			0.0			0.0			0.0
21.0	Other Operational Travel			0.0			0.0			0.0			0.0
	Subtotal OC 21.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
22.0	Transportation of things	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
22.0	Post assignment freight			0.0			0.0			0.0			0.0
22.0	Home Leave Freight			0.0			0.0			0.0			0.0
22.0	Retirement Freight			0.0			0.0			0.0			0.0
22.0	Transportation/Freight for Office Furniture/Equip.			0.0			0.0			0.0			0.0
22.0	Transportation/Freight for Res. Furniture/Equip.			0.0			0.0			0.0			0.0
	Subtotal OC 22.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
23.2	Rental payments to others	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.2	Rental Payments to Others - Office Space			0.0			0.0			0.0			0.0
23.2	Rental Payments to Others - Warehouse Space			0.0			0.0			0.0			0.0
23.2	Rental Payments to Others - Residences			0.0			0.0			0.0			0.0
	Subtotal OC 23.2	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
23.3	Communications, utilities, and miscellaneous charges	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.3	Office Utilities			0.0			0.0			0.0			0.0
23.3	Residential Utilities			0.0			0.0			0.0			0.0
23.3	Telephone Costs			0.0			0.0			0.0			0.0
23.3	IT Software Leases			0.0			0.0			0.0			0.0
23.3	IT Hardware Lease			0.0			0.0			0.0			0.0
23.3	Commercial Time Sharing			0.0			0.0			0.0			0.0
23.3	Postal Fees (Other than APO Mail)			0.0			0.0			0.0			0.0
23.3	Other Mail Service Costs			0.0			0.0			0.0			0.0
23.3	Courier Services			0.0			0.0			0.0			0.0
	Subtotal OC 23.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
24.0	Printing and Reproduction			0.0			0.0			0.0			0.0
	Subtotal OC 24.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.1	Advisory and assistance services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.1	Studies, Analyses, & Evaluations			0.0			0.0			0.0			0.0
25.1	Management & Professional Support Services			0.0			0.0			0.0			0.0
25.1	Engineering & Technical Services			0.0			0.0			0.0			0.0
	Subtotal OC 25.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.2	Other services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.2	Office Security Guards			0.0			0.0			0.0			0.0
25.2	Residential Security Guard Services			0.0			0.0			0.0			0.0
25.2	Official Residential Expenses			0.0			0.0			0.0			0.0
25.2	Representation Allowances			0.0			0.0			0.0			0.0
25.2	Non-Federal Audits			0.0			0.0			0.0			0.0
25.2	Grievances/Investigations			0.0			0.0			0.0			0.0
25.2	Insurance and Vehicle Registration Fees			0.0			0.0			0.0			0.0
25.2	Vehicle Rental			0.0			0.0			0.0			0.0

Org. Title:												
Org. No:												

OC		FY 2001 Estimate			FY 2002 Target			FY 2003 Target			FY 2003 Request		
		Dollars	**TF**	**Total**	**Dollars**	**TF**	**Total**	**Dollars**	**TF**	**Total**	**Dollars**	**TF**	**Total**
25.2	Manpower Contracts			0.0			0.0			0.0			0.0
25.2	Records Declassification & Other Records Services			0.0			0.0			0.0			0.0
25.2	Recruiting activities			0.0			0.0			0.0			0.0
25.2	Penalty Interest Payments			0.0			0.0			0.0			0.0
25.2	Other Miscellaneous Services			0.0			0.0			0.0			0.0
25.2	Staff training contracts			0.0			0.0			0.0			0.0
25.2	IT related contracts			0.0			0.0			0.0			0.0
	Subtotal OC 25.2	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.3	Purchase of goods and services from Government accounts	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.3	ICASS			0.0			0.0			0.0			0.0
25.3	All Other Services from Other Gov't. accounts			0.0			0.0			0.0			0.0
	Subtotal OC 25.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.4	Operation and maintenance of facilities	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.4	Office building Maintenance			0.0			0.0			0.0			0.0
25.4	Residential Building Maintenance			0.0			0.0			0.0			0.0
	Subtotal OC 25.4	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.6	Medical Care												
	Subtotal OC 25.6	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.7	Operation/maintenance of equipment & storage of goods	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.7	IT and telephone operation and maintenance costs			0.0			0.0			0.0			0.0
25.7	Storage Services			0.0			0.0			0.0			0.0
25.7	Office Furniture/Equip. Repair and Maintenance			0.0			0.0			0.0			0.0
25.7	Vehicle Repair and Maintenance			0.0			0.0			0.0			0.0
25.7	Residential Furniture/Equip. Repair and Maintenance			0.0			0.0			0.0			0.0
	Subtotal OC 25.7	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.8	Subsistance & spt. of persons (by contract or Gov't.)			0.0			0.0			0.0			0.0
	Subtotal OC 25.8	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
26.0	Supplies and materials			0.0			0.0			0.0			0.0
	Subtotal OC 26.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
31.0	Equipment	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
31.0	Purchase of Residential Furniture/Equip.			0.0			0.0			0.0			0.0
31.0	Purchase of Office Furniture/Equip.			0.0			0.0			0.0			0.0
31.0	Purchase of Vehicles			0.0			0.0			0.0			0.0
31.0	Armoring of Vehicles			0.0			0.0			0.0			0.0
31.0	Purchase of Printing/Graphics Equipment			0.0			0.0			0.0			0.0
31.0	IT Hardware purchases			0.0			0.0			0.0			0.0
31.0	IT Software purchases			0.0			0.0			0.0			0.0
	Subtotal OC 31.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
32.0	Lands and structures	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
32.0	Purchase of Land & Buildings (& bldg. construction)			0.0			0.0			0.0			0.0
32.0	Purchase of fixed equipment for buildings			0.0			0.0			0.0			0.0
32.0	Purchase of fixed security equipment for buildings			0.0			0.0			0.0			0.0
32.0	Building Renovations/Alterations - Office			0.0			0.0			0.0			0.0
32.0	Building Renovations/Alterations - Residential			0.0			0.0			0.0			0.0
	Subtotal OC 32.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
42.0	Claims and indemnities			0.0			0.0			0.0			0.0

TABLE G-HCD03R2B_ICASS.xls

USAID Costs as ICASS Service Provider

Org. Title: _____		FY 2001 Estimate			FY 2002 Target			FY 2003 Target			FY 2003 Request		
Org. No: _____														
OC		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
	Subtotal OC 42.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	TOTAL MISSION FUNDED BUDGET	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

Centrally funded costs

USDH Salaries/Benefits
Other Centrally Fund Costs (specify)

Total Centrally Funded Costs

Total ICASS Service Provider Budget

Washington Offices/Bureaus
Operating Expenses

Office/Bureau: G/HCD

OC	Object Class Code Title	FY 2001 Estimate	FY 2002 Target	FY 2003 Target	FY 2003 Request
11.8	**Special personal services payments**				
	U.S. PSCs				
	IPA/Details-In/PASAs/RSSAs Salaries				
	Subtotal OC 11.8	0.0	0.0	0.0	0.0
12.1	**Personnel Benefits**				
	U.S. PSCs - Benefits				
	IPA/Details-In/PASAs/RSSAs Benefits				
	Subtotal OC 12.1	0.0	0.0	0.0	0.0
21.0	**Travel and transportation of persons**				
	Training Travel				
	Operational Travel				
	Site Visits - Headquarters Personnel	75.0	75.0	75.0	75.0
	Site Visits - Mission Personnel				
	Conferences/Seminars/Meetings/Retreats	20.0	20.0	20.0	20.0
	Assessment Travel				
	Impact Evaluation Travel				
	Disaster Travel (to respond to specific disasters)				
	Recruitment Travel				
	Other Operational Travel				
	Subtotal OC 21.0	95.0	95.0	95.0	95.0
23.3	**Communications, Utilities, and Miscellaneous Charges**				
	Commercial Time Sharing				
	Other Communications, Util, and Misc. Charges				
	Subtotal OC 23.3	0.0	0.0	0.0	0.0
24.0	**Printing & Reproduction**				
	Subscriptions & Publications				
	Other Printing and Reproduction				
	Subtotal OC 24.0	0.0	0.0	0.0	0.0
25.1	**Advisory and assistance services**				
	Studies, Analyses, & Evaluations				
	Management & Professional Support Services				
	Engineering & Technical Services				
	Subtotal OC 25.1	0.0	0.0	0.0	0.0
25.2	**Other services**				
	Non-Federal Audits				
	Grievances/Investigations				
	Manpower Contracts				
	Staff training contracts				
	Other Miscellaneous Services				
	Subtotal OC 25.2	0.0	0.0	0.0	0.0
25.3	**Purchase of goods and services from Government accounts**				
	DCAA Audits				
	HHS Audits				
	All Other Federal Audits				
	Reimbursements to Other USAID Accounts				
	All Other Services from other Gov't. Agencies				
	Subtotal OC 25.3	0.0	0.0	0.0	0.0
25.7	**Operation & Maintenance of Equipment & Storage**				
25.8	**Subsistance and support of persons (contract or Gov't.)**				
26.0	**Supplies and Materials**	5.0	5.0	5.0	5.0
31.0	**Equipment**				
	IT Software Purchases				
	IT Hardware Purchases				
	Other Equipment Purchases				
	Subtotal OC 31.0	0.0	0.0	0.0	0.0
	Subtotal	100.0	100.0	100.0	100.0
	Additional Object Class Codes (If Required)				
	Total Other Object Class Codes	0.0	0.0	0.0	0.0
	Total Budget	100.0	100.0	100.0	100.0

Information Annex Topic: Environmental Impact

Almost by definition, human capacity development activities are expected to require little in the way of environmental examinations or assessments, as it is assumed that any impact on the environment as a result of education and training would be positive. Therefore, G/HCD does not currently project the need for any new or amended Initial Environmental Examinations or Environmental Assessments. To the extent that there turn out to be environmental issues not anticipated, e.g., under one of the university partnerships programs, or with respect to a telecommunications issue, the Center will, of course, flag them and follow appropriate guidance.

Component One: No new environmental assessments needed for the coming year.

Component Two: To the best of the Center's knowledge, all G/HCD activities are in compliance with their corresponding IIEs, CEs, or EAs.

Information Annex Topic: E&E R4 Detailed Budget Information

Information Annex Topic: Global Climate Change

FY00 Climate Change Reporting Guidance - Data Tables

Table 1.0 - Background Information

	Country, Region, Office, or Program Reporting: (Type in the exact spelling of the appropriate entry from table below)	
	Telephone number:	
Name of person(s) & IR Teams completing tables:	Name #1:	
	SO Team Name and number1:	
	Name #2:	
	SO Team Name and number2:	
	Name #3:	
	SO Team Name and number3:	
Contact	Address (1):	
	Address (2):	
	Street:	
	City, Address Codes:	
	Telephone number:	
	Fax number:	
	Email address:	
	Other relevant information:	

Country / Region / Office / Program Reference Table

AFR/SD – CARPE	G/ENV/UP	Mozambique
AFR/SD – FEWS	G/ENV/ENR	Nepal
Albania	G/ENV/GCC	Nicaragua
Armenia	G/ENV/UP	NIS Regional
Bangladesh	Georgia	Panama
Bolivia	Guatemala	Paraguay
Brazil	Guinea	Peru
Bulgaria	Honduras	Philippines
CEE Regional	India	Poland
Central America (G-CAP)	Indonesia	RCSA
Central Asia Republics	LAC/RSD	Romania
East Asia Environmental Initiative	Lithuania	Russia
Ecuador	Macedonia	South Africa
EGAD	Madagascar	South Asia Regional Initiative
Egypt	Malawi	Uganda
G/ENV/EET	Mali	Ukraine
G/ENV/ENR	Mexico	US-AEP
G/ENV/GCC	Moldova	

TABLE 1.1

Result 1: Increased Participation in the UNFCCC

Indicator 1: Policy Development Supporting the Framework Convention on Climate Change

PLEASE SEE DEFINITIONS BELOW

Policy Measure	STEP 1: Policy Preparation and Presentation	STEP 2: Policy Adoption	STEP 3: Imple-mentation and Enforcement	List Activities Contributing to Each Policy Category	SO Number for Activity	CN/TN Number for Activity
Ex: Integration of climate change into national strategic, energy, and sustainable development strategies	1	1		Gov't-established interagency group has completed all necessary analysis and preparation to develop NEAP. The government has also signed Annex b of the FCCC.	3.2	CN-23-222
Integration of climate change into national strategic, energy, and sustainable development strategies						
Emissions inventory						
Mitigation analysis						
Vulnerability and adaptation analysis						
National Climate Change Action Plan						
Procedures for receiving, evaluating, and approving Activities Implemented Jointly (AIJ) proposals						
Procedures for monitoring and verifying greenhouse gas emissions						
Growth baselines for pegging greenhouse gas emissions to economic growth						
Legally binding emission reduction targets and timetables						
Other (describe)						
Other						
Other						
Other						
Other						
Sub-total (number of policy steps achieved):	0	0	0			
TOTAL (number of policy steps achieved):		0				

Definitions: Policy Steps Achieved

Policy Measure	"Policy measures" may include documentation demonstrating a legal, regulatory, or other governmental commitment to a defined course of action. Thus, for example, "policy measures" would include: a national, state, provincial, or local law; a regulation or decree; guidance issued by an agency, ministry, or sub-national body; a land use plan; a National Environmental Action Plan; a Climate Change Action Plan; or a National Communication to the IPCC. The term "policy measures" does not include technical documentation, such as technical reports or land use maps, nor site-specific activities reported under Indicators 1 and 2 (e.g., legal demarcation of individual site or granting of community access to single location).
Policy Preparation and Presentation (Step 1)	Draft bill, policy or regulation, vetted through relevant stakeholders in government, non-government, the private sector and civil society, and introduced for debate in appropriate legislative, regulatory, or governmental body.
Policy Adoption (Step 2)	Policy intervention is approved and adopted by the appropriate administrative agency or legislative body. Can take the form of the voting on a law; the issuance of a decree, etc.
Policy Implementation and Enforcement (Step 3)	Actions that put the policy interventions into effect, such as agency personnel trained in procedures, appropriate institutions created or strengthened, or legislation implemented through the appropriate government agency.
Definitions: Types of Activities	
Adaptation	Adjustments in practices, processes or structures of systems to projected or actual changes of climate (may be spontaneous or planned).
Emissions inventory	Detailed listing of GHG sources and sinks.
Growth Baselines	An approach that would link countries' emissions targets to improvements in energy efficiency.
Joint Implementation (JI)	The process by which industrialized countries can meet a portion of their emissions reduction obligations by receiving credits for investing in GHG reductions in developing countries.
Mitigation	An action that prevents or slows the increase of greenhouse gases (GHGs) by reducing emissions from sources and sinks.
National Climate Change Action Plan	Plans that delineate specific mitigation and adaptation measures that countries will implement and integrate into their ongoing programs. These plans form the basis for the national communications that countries submit to the UNFCCC Secretariat.

Please fill in the YELLOW cells to complete the table.

TABLE 1.2					
Result 1: Increased Participation in the UNFCCC **Indicator 2: Increased capacity to meet requirements of the UNFCCC**					
	Types of Support Provided (Enter the number of Training/TA activities for each category)				
Categories	**Training**	**Technical Assistance**	**List the Activities that Contribute to Each Capacity Building Category**	**SO Number for Activity**	**CN/TN Number for Activity**
Ex: Support for joint implementation activities	1	3	Provided training and assistance in the economic and financial evaluation of energy efficient projects for consideration in JI activities.	2.4	CN-23-222
Monitoring and verifying GHG emissions					
Growth baselines for pegging GHG emissions to economic growth					
Development of emissions reduction targets and timetables					
Support for joint implementation activities					
Support for Vulnerability and Adaptaion Activities					
Other (describe)					
Other					
Other					
Other					
Other					
Total number of points for Training/Technical Assistance:	**0**	**0**			

TABLE 2.1													
Result 2: Reduced Net Greenhouse Gas Emissions from the Land Use/Forest Management Sector **Indicator 1: Area where USAID has initiated interventions to maintain or increase carbon stocks or reduce their rate of loss** **Indicator 2: Area where USAID has achieved on-the-ground impacts to preserve, increase, or reduce the rate of loss of carbon stocks**													
PLEASE SEE DEFINITIONS BELOW													
		Location			**Indicator 1**			**Indicator 2** **Area where USAID has conserved carbon (hectares)**					
							Indicator 2a		**Indicator 2b**				
USAID Activity Name	**Country**	**Region, Province, or State**	**Site**	**Principal Activities (see codes below)**	**Area where USAID has initiated activities (hectares)**	**Predominant Vegetation type (Codes below)**	**Natural eco-systems**	**Pedominant Managed Land Type (Codes Below)**	**Managed lands**	**Additional information you may have (see codes below)**	**SO Number for Activity**	**CN/TN Number for Activity**	**Justification for Including Site**
Tapajos National Forest Project	Brazil	Para	Tapajos National Forest	1 2	595,000 5,000	A A	595,000	 3	 400	1, 2, 3, 5	1	CN-23-222	Site of Tapajos project was included on the basis of demonstrated progress in forest conservation and resulting carbon sequestration benefits.

			Total area (hectares):	0		Total area:	0		Total area:	0			

Note: If you need to list more than 45 individual entries in this table, please create a second copy of this speadsheet, following the instructions at bottom.

Codes for Land Use and Forestry Sector Indicators

Principal Activities:		Predominant Vegetation Type:				Predominant Managed Land Type:		Codes for Additional Information:	
1	Conservation of natural ecosystems (may include protected area management, extraction of non-timber products, etc. but *not* timber harvesting.)	A	Tropical evergreen forest	H	Tropical grassland and pasture	1	**Agricultural systems:** Less than 15% of the area under trees	1	Maps
2	Sustainable forest management for timber using reduced-impact harvesting (non-timber forest products may also be harvested)	B	Tropical seasonal forest	I	Temperate grassland and pasture	2	**Agroforestry systems**: Greater than 15% of the area under trees	2	Geo-referenced site coordinates
3	Afforestation/reforestation/plantation forests	C	Temperate evergreen forest	J	Tundra and alpine meadow	3	**Plantation Forests:** At least 80% of the area under planted trees	3	Biomass inventory
4	Agroforestry	D	Temperate deciduous forest	K	Desert scrub	4	**Protected areas**	4	Rainfall data
5	Sustainable agriculture	E	Boreal forest	L	Swamp and marsh			5	Soil type data
		F	Temperate woodland	M	Coastal mangrove				
		G	Tropical open forest / woodland	N	Wetlands				

Definitions: Natural Ecosystems	
Natural Ecosystems	Any areas that have not experienced serious degradation or exploitation of biomass, and without significant harvest of biomass. This includes protected areas, areas used for the extraction of non-timber forest products, and community-managed forests with minimal timber extraction. Areas where non-timber forest products are harvested can be counted in this category but not those that are managed for timber. The latter are included in 2b below. The distinction is important as different approaches are employed in estimating carbon for "natural areas" (2a) and "managed areas" (2b). Natural areas include: (1) protected areas; (2) areas where non-timber forest products are extracted if significant biomass is not removed (often managed as community-based forest management areas); and (3) any other areas which exclude larger-scale biomass harvest from a management regime including many areas managed by communities and/or indigenous groups.

Definitions: Managed Lands Categories	
Sustainable Forest Management for Timber, using Reduced Impact Harvesting (RIH)	A timber management activity will be considered to have a positive impact on carbon (relative to conventional methods) if it employs RIH practices and/or other key criteria. RIH is a package of practices proven to minimize environmental damage and carbon emissions during the logging of natural tropical forest. To be included, an activity must include most of the following practices: - tree inventorying, marking and mapping; - careful planning and marking of skidder trails; - vine cutting prior to harvest, where appropriate; - directional felling of trees; - appropriate skidding techniques that employ winching and best available equipment (rubber tired skidder/animal traction) to minimize soil - proper road and log deck construction; - a trained work force and implementation of proper safety practices; - fire mitigation techniques (fire breaks); - existence of a long-term management plan. Report on the area where government, industry or community organizations are carrying out forest management for commercial timber using the techniques above, or forest management areas that have been "certified" as environmentally sound by a recognized independent party. Only the area where sound planning and harvesting is being currently practiced should be included (not the whole concession or forest).
Agroforestry	Agroforestry covers a wide variety of land-use systems combining tree, crop and/or animals on the same land. Two characteristics distinguish agroforestry from other land uses: 1) it involves the deliberate growing of woody perennial on the same unit of land as agricultural crops and/or animals either spatially or sequentially, and 2) there is significant interaction between woody and non-woody components, either ecological or economical. To be counted, at least 15 percent of the system must be trees or woody perennials grown for a specific function (shade, fuel, fodder, windbreak). -- Include the area of land under an agroforestry system in which a positive carbon benefit is apparent (i.e., through the increase in biomass, litter or soil organic matter). Do not include agroforestry systems being established on forestlands that were deforested since 1990.
Reforestation/ Afforestation	The act of planting trees on deforested or degraded land previously under forest (reforestation) or on land that has not previously been under forest according to historical records (afforestation). This would include reforestation on slopes for watershed protection; mangrove reforestation or reforestation to protect coastal areas; commercial plantations and community tree planting on a significant scale, and/or the introduction of trees in non-forested areas for ecological or economic purposes. -- Include the area under reforestation or afforestation (i.e., plantation forests and/or community woodlots). Do not include natural forested areas that have been recently deforested for the purpose of planting trees. Do not include tree planting in agroforestry systems (include this under agroforestry).
Sustainable Agriculture	Agricultural systems that increase or maintain carbon in their soil and biomass through time by employing certain proven cultural practices known - no-tillage or reduced tillage - erosion control/soil conservation techniques, especially on hillsides - perennial crops in the system - higher crop yields through better nitrogen and soil management - long-term rotations with legumes - the use of organic mulches, crop residues and other organic inputs into the soil - better management of agrochemicals, by stressing careful fertilizer management that will increase yields while minimizing the use of petro-based

Special Instructions: Creating a Copy of this Spreadsheet	
Step 1	Finish filling any cells you are working on and hit **"Return"** or **"Enter"**.
Step 2	Click on **"Edit"** in the menu bar, above. Go down and click on **"Move or Copy Sheet"**. The "Move or Copy" dialog box will open. (NOTE: You may also open this dialog box by using the right button on your mouse to click on the "T4-2.1 Land Use" tab near the bottom of the screen.)
Step 3	Next, scroll down in the dialog box and click on **"T2.1 Land Use"**.
Step 4	Next, click on the **box** at bottom to **Create a copy**.
Step 5	Hit **"OK"**. A new copy of T2.1 Land Use will appear in the row of tabs near the bottom of the screen. PLEASE NOTE: Some cells may not retain all the original text when the sheet is copied, especially in the definitions sections.

TABLE 2.3							
Result 2: Reduced Net Greenhouse Gas Emissions from the Land Use/Forest Management Sector **Indicator 3: National/sub-national policy advances in the land use/forestry sector that contribute to the preservation or increase of carbon stocks and sinks, and to the avoidance of greenhouse gas emissions**							
PLEASE SEE DEFINITIONS BELOW		**Enter the number of separate steps for each measure**					
Policy Measure	**Scope (N or S)**	**STEP 1: Policy Preparation and Presentation**	**STEP 2: Policy Adoption**	**STEP 3: Imple-mentation and Enforcement**	**List Activityies Contributing to Each Policy Category**	**SO Number for Activity**	**CN/TN Number for Activity**
Ex: Facilitates establishment and conservation of protected areas	N	2	1		Two studies completed on national protected areas law for the Environment Min., including recommendations for legal reform; revised National Protected Areas Law adopted, Min. Decree No. 1999/304.	3.1	TN-556-27
Facilitates improved land use planning							
Facilitates sustainable forest management							
Facilitates establishment and conservation of protected areas							
Improves integrated coastal management							
Decreases agricultural subsidies or other perverse fiscal incentives that hinder sustainable forest management							
Corrects protective trade policies that devalue forest resources							
Clarifies and improves land and resource tenure							
Other (describe)							
Other							
Other							
Other							
Other							
Sub-total(number of policy steps achieved		0	0	0			
Total (number of policy steps achieved):			0				

Definitions: Scope	
National Policies (N)	Policies that influence issues on a countrywide level.
Sub-national Policies (S)	Policies that affect a tribal nation, province, state or region that are neither national nor site specific in impact.
Definitions: Policy Steps Achieved	
Policy Measure	"Policy measures" may include documentation demonstrating a legal, regulatory, or other governmental commitment to a defined course of action. Thus, for example, "policy measures" would include: a national, state, provincial or local law; a regulation or
Policy Preparation and Presentation (Step 1)	Draft bill, policy or regulation, vetted through relevant stakeholders in government, non-government, the private sector and civil society, and introduced for debate in appropriate legislative, regulatory, or governmental body.
Policy Adoption (Step 2)	Policy intervention is approved and adopted by the appropriate administrative agency or legislative body. Can take the form of the voting on a law; the issuance of a decree, etc.
Policy Implementation and Enforcement (Step 3	Actions that put the policy interventions into effect, such as agency personnel trained in procedures, appropriate institutions created or strengthened, or legislation implemented through the appropriate government agency.

TABLE 2.4

Result 2: Reduced Net Greenhouse Gas Emissions from the Land Use/Forest Management Sector

Indicator 4: Value of Public and Private Investment Leveraged by USAID for Activities that Contribute to the Preservation or Increase of Carbon Stocks and Reduction of Greenhouse Gas Emissions

PLEASE SEE DEFINITIONS BELOW

Activity	Source of Leveraged Funds	Methodology for determining amount of funding	Direct Leveraged Funds	Indirect Leveraged Funds	SO Number for Activity	CN/TN Number for Activity
National Nature Conservation Fund	National Government	Figure reflects direct, in-kind contribution of national government.	$572,800		3.3	TN-556-27
Big Forest Climate Change Action Project	The Nature Conservancy and the Friends of Nature Foundation	NGOs initiated independent activity with separate funding, building on earlier USAID conservation project.		$1,700,000	3.3	CN-23-222
		Total:	$0	$0		

Definitions: Funding Leveraged	
Direct Leveraged Funding	Funding leveraged directly in support of**current** USAID activities and programs, including: - funding leveraged from partners for joint USAID activities; - funding for activities in which USAID developed enabling policies, regulations, or provided pre-investment support (prorated); - obligated or committed funding for direct follow-on MDB loan programs (prorated); - obligated or committed funding for direct follow-on private-sector funded programs that reach financial closure (prorated); - joint implementation investments; - Development Credit Authority investments.
Indirect Leveraged Funding	Funding dedicated by other donors or governments to **replicate** programs that USAID initiated, but which USAID does not or will not itself fund.

Please fill in the YELLOW cells to complete the table.

TABLE 2.5a				
Result 2: Reduced Net Greenhouse Gas Emissions from the Land Use/Forest Management Sector **Indicator 5a: Increased Capacity to Address Global Climate Change Issues**				
Types of institutions strengthened to address GCC issues	**Number of Instituions Strength-ened**	**Names of Associations, NGOs, or other Institutions Strengthened**	**SO Number for Activity**	**CN/TN Number for Activity**
Ex: NGOs	3	Friends of Nature Foundation, SITA, Sustainable Forests Unlimited	3.2	CN-23-222
NGOs				
Private Institutions				
Research / Educational Institutions				
Public Institutions				
Total Number of Institutions Strengthened:	0			

Table 2.5b					
Result 2: Reduced Net Greenhouse Gas Emissions from the Land Use/Forest Management Sector **Indicator 5b: Technical Capacity Strengthened through Workshops, Research, and/or Training Activities**					
	Types of Support Provided **(Enter the number of Training/TA activities for each category)**				
Category	**Training**	**Technical Assistance**	**List the Activityies that Contribute to Each Capacity Building Category**	**SO Number for Activity**	**CN/TN Number for Activity**
Ex: Advancing sustainable forest management	1	3	Presentation of nursury & reforestation studies; US training on resource mgmt; env'l impact assessment law training; forest restoration & recovery workshop. TA for fire prevention.	3.3	CN-23-222
Advancing improved land use planning					
Advancing sustainable forest management					
Advancing establishment and conservation of protected areas					
Advancing integrated coastal management					
Advancing decreases in agricultural subsidies or other perverse fiscal incentives that hinder sustainable forest management					
Advancing the correction of protective trade policies that devalue forest resources					
Advancing the clarification and improvement of land and resource tenure					
Other (describe)					
Other					
Other					
Other					
Other					
Number of categories where training and technical assistance has been provided:	**0**	**0**			

TABLE 3.1

Result 3: Reduced Net Greenhouse Gas Emissions from the Energy Sector, Industry and Urban Areas

Indicator 1: Emissions of Carbon Dioxide Equivalents Avoided, due to USAID Assistance (Measuring Carbon Dioxide, Methane, and Nitrous Oxide)

PLEASE SEE FUEL TYPE CODES BELOW

Activity	3.1 A - CO2 Emissions avoided through renewable energy activities			3.1 B - CO2 emissions avoided through end use energy efficiency improvements			3.1 C - CO2 emissions avoided through energy efficiency improvements in generation, transmission, and distribution (including new production capacity)			SO number for Activity	CN/TN Number for Activity
	3.1A: MW-h produced in electricity generation	3.1A: BTU's produced in thermal combustion	3.1A: Fuel type replaced (use codes)	3.1B: MW-h saved	3.1B: BTU's saved in thermal combustion	3.1B: Fuel type saved (use codes)	3.1C:MW-h saved	3.1C: BTU's saved in thermal combustion	3.1C: Fuel type saved (use codes)		
Renewable Energy Production Prog.	512,258		J							2.1	CN-120-97
Steam & Combustion Efficiency Pilot Proj.					1,832,144	J				2.1	CN-120-97
Power Sector Retrofits							912,733		T	2.1	CN-120-97
Totals:	0	0		0	0		0	0			

PLEASE SEE FUEL TYPE CODES BELOW

Activity	3.1 D - CO2 emissions avoided as a result of switching to cleaner fossil fuels (including new prodruction capacity)				3.1 E - Methane emissions captured from solid waste, coal mining, or sewage treatment	3.1 F - Tonnes of nitrous oxide emissions avoided through improved agriculture	SO number for Activity	CN/TN Number for Activity
	3.1D: MW-h produced in electricity generation	3.1D BTUs produced in thermal combustion	3.1D Old fuel type (use codes)	3.1D New fuel type (use codes)	3.1E: Tonnes of methane	3.1F: Tonnes of nitrous oxide		
Clean Fuels Program	4,551		H	FF			2	CN-120-97
Municipal Landfill Proj.					450		2	CN-120-97
Sust. Ag. & Devt. Proj.						575	2	CN-120-97
Totals:	0	0			0	0		

Codes for Fule Type				
Fuel Types		**Code**	**Fuel Name**
Liquid Fossil	**Primary Fuels**	A	Crude oil
		B	Orimulsion
		C	Natural gas liquid
	Secondary Fuels	D	Gasoline
		E	Jet kerosene
		F	Other kerosene
		G	Shale oil
		H	Gas/diesel oil
		J	Residual fuel oil
		K	LPG
		L	Ethane
		M	Naphtha
		N	Bitumen
		O	Lubricants
		P	Petroleum coke
		Q	Refinery feedstocks
		R	Refinery gas
		S	Other oil
Solid Fossil	**Primary Fuels**	T	Anthracite (coal)
		U	Coking coal
		V	Other bituminous coal
		W	Sub-bituminous coal
		X	Lignite
		Y	Oil shale
		Z	Peat
	Secondary fuels/ products	AA	BKB & patent fuela
		BB	Coke oven/gas coke
		CC	Coke oven gas
		DD	Blast furnance gas
Gasseous Fossil		EE	Natural gas (dry)
Biomass		FF	Solid biomass
		GG	Liquid biomass
		HH	Gas biomass

TABLE 3.3

Result 3: Decreased Net Greenhouse Gas Emissions from the Energy Sector, Industry, and Urban Areas

Indicator 3: National/sub-national policy advances in the energy sector, industry and urban areas that contribute to the avoidance of greenhouse gas emissions

PLEASE SEE DEFINITIONS BELOW

Policy Measure	Scope (N or S)	STEP 1: Policy Preparation and Presentation	STEP 2: Policy Adoption	STEP 3: Imple-mentation and Enforcement	List Activityies Contributing to Each Policy Category	SO Number for Activity	CN/TN Number for Activity
Example: Facilitates improved demand side management or integrated resource planning	N	2	1		Mission supported introduction of two decrees for energy tariff reforms (pursuant to National Energy Reform Law) in the national parliament; one decree was adopted.	2.4	CN-577-92
Facilitates improved demand side management or integrated resource planning							
Facilitates competitive energy markets that promote market-based energy prices, decrease fossil fuel subsidies, or allow open access to independent providers							
Facilitates the installation of energy efficient or other greenhouse gas reducing technologies, including improved efficiencies in industrial processes							
Facilitates the use of renewable energy technologies							
Facilitates the use of cleaner fossil fuels (cleaner coal or natural gas)							
Facilitates the introduction of cleaner modes of transportation and efficient transportation systems							
Promotes the use of cogeneration							
Other (describe)							
Other							
Other							
Other							
Other							
Sub-total (number of policy steps achieved):		0	0	0			
Total (number of policy steps achieved):			0				

Definitions: Scope	
National Policies (N)	Policies that influence issues on a countrywide level.
Sub-national Policies (S)	Policies that affect a tribal nation, province, state or region that are neither national nor site specific in impact.

Definitions: Policy Steps Achieved	
Policy Measure	"Policy measures" may include documentation demonstrating a legal, regulatory, or other governmental commitment to a defined course of action. Thus, for example, "policy measures" would include: a national, state, provincial, or local law; a regulation or decree; guidance issued by an agency, ministry, or sub-national body; a land use plan; a National Environmental Action Plan; a Climate Change Action Plan; or a National Communication to the IPCC. The term "policy measures" does not include technical documentation, such as technical reports or land use maps, nor site-specific activities reported under Indicators 1 and 2 (e.g., legal demarcation of individual site or granting of community access to single location).
Policy Preparation and Presentation (Step 1)	Draft bill, policy or regulation, vetted through relevant stakeholders in government, non-government, the private sector and civil society, and introduced for debate in appropriate legislative, regulatory, or governmental body.
Policy Adoption (Step 2)	Policy intervention is approved and adopted by the appropriate administrative agency or legislative body. Can take the form of the voting or law; the issuance of a decree, etc.
Policy Implementation and Enforcement (Step 3)	Actions that put the policy interventions into effect, such as agency personnel trained in procedures, appropriate institutions created or strengthened, or legislation implemented through the appropriate government agency.

Please fill in the YELLOW cells to complete the table.

Table 3.4				
Result 3: Reduced Net Greenhouse Gas Emissions from the Energy Sector, Industry and Urban Areas				
Indicator 4: Strategies/Audits that Contribute to the Avoidance of Greenhouse Gas Emissions				
Activity	**Number of audits or strategies completed**	**Number or audit recommendations or strategies implemented**	**SO Number for Activity**	**CN/TN Number for Activity**
Steam & Combustion Efficiency Pilot Project	41	35	2.1	CN-577-92
Total:	0	0		

TABLE 3.5
Result 3: Reduced Net Greenhouse Gas Emissions from the Energy Sector, Industry and Urban Areas
Indicator 5: Value of Public and Private Investment Leveraged by USAID for Activities that Reduce Greenhouse Gas Emissions
PLEASE SEE DEFINITIONS BELOW

Activity	Source of Leveraged Funds	Methodology for determining amount of funding	Direct Leveraged Funds	Indirect Leveraged Funds	SO Number for Activity	CN/TN Number for Activity
National Renewable Energy Program	Dept. of Energy, World Bank-GEF	DOE direct buy-in to USAID. In FY99, GEF funded replication of NREP activity begun in FY98,	$120,000	$2,500,000	2	CN-577-92
		Total:	$0	$0		

Definitions: Funding Leveraged	
Direct Leveraged Funding	Funding leveraged directly in support of USAID activities and programs, including:
	- funding leveraged from partners for joint USAID activities;
	- funding for activities in which USAID developed enabling policies, regulations, or provided pre-investment support (prorated);
	- obligated or committed funding for direct follow-on MDB loan programs (prorated);
	- obligated or committed funding for direct follow-on private-sector funded programs that reach financial closure (prorated);
	- joint implementation investments;
	- Development Credit Authority investments.
Indirect Leveraged Funding	Funding dedicated by other donors or governments to replicate programs that USAID initiated, but which USAID does not or will not itself fund.

Please fill in the YELLOW cells to complete the table.

TABLE 3.6a				
Result 3: Reduced Net Greenhouse Gas Emissions from the Energy Sector, Industry and Urban Areas				
Indicator 6a: Increased Capacity to Address Global Climate Change Issues				
Types of institutions strengthened to address GCC issues	**Number of Instituions Strength-ened**	**Names of Associations, NGOs, or other Institutions Strengthened**	**SO Number for Activity**	**CN/TN Number for Activity**
Ex: NGOs	3	Center for Cleaner Production, Association of Industrial Engineers, National Solar Energy Foundation, Clean Air Alliance, Institute for Industrial Efficiency	2.4	CN-577-92
NGOs				
Private Institutions				
Research/Educational Institutions				
Public Institutions				
Total Number of Institutions Strengthened:	0			

Table 3.6b					
Result 3: Reduced Net Greenhouse Gas Emissions from the Energy Sector, Industry and Urban Areas **Indicator 6b: Technical Capacity Strengthened through Workshops, Research, and/or Training Activities**					
	Types of Support Provided (Enter the number of Training/TA activities for each category)				
Category	**Training**	**Technical Assistance**	**List the Activityies that Contribute to Each Capacity Building Category**	**SO Number for Activity**	**CN/TN Number for Activity**
Example: Use of renewable energy technologies	1	3	Developed sustainable markets for renewable energy technologies. Over 200 renewable energy systems installed. Training for utilities, government officials, NGOs. Study on renewable energy applications	2.4	CN-577-92
Improved demand-side management or integrated resource planning planning					
Competitive energy markets that promote market-based energy prices, decrease fossil fuel subsidies, or allow open access to independent providers					
Installation of energy efficient or other greenhouse gas reducing technologies, including improved efficiencies in industrial processes					
Use of renewable energy technologies					
Use of cleaner fossil fuels (cleaner coal or natural gas)					
Introduction of cleaner modes of transportation and efficient transportation systems					
Use of cogeneration					
Other (describe)					
Other					
Other					
Other					
Other					
Total number of points for Training/Technical Assistance:	**0**	**0**			

					Table 4			
Result 4: Reduced Vulnerability to the Threats Posed by Climate Change								
Indicator: USAID Programs that Reduce Vulnerability to Climate Change								
PLEASE SEE DEFINITIONS BELOW								
Key Area	**Country**	**Budget**	**Duration**	**Type of Program (see codes below)**	**Description**	**SO Name**	**SO Number for Activity**	**CN/TN Number for Activity**
Example: ii	South Africa	$1,200,000	FY96-FY99	3	Technical assistance to Rand Water Board to address water resources planning for water shortages	Increased Access to Environmentally Sustainable Housing and Urban Serevices for the HDP	SO6	

Definitions: Key Areas	
Coastal Zones	Number of programs that are reducing the vulnerability of coastal populations, infrastructure, habitats and living resources to accelerated sea level rise or other environmental changes associated with climate change (e.g., water availability, resource availability, temperature).
Emergency Preparedness	Number of programs that are increasing ability to cope with and minimize the damage from natural disasters (e.g,. drought, famine, disease outbreaks) through surveillance, early warning, emergency preparedness, capacity building, etc.
Agriculture and Food Security	Number of programs that are increasing adaptability and resilience of agriculture and food systems to changes in temperature, water availability, pest and pathogen presence or prevalence, soil moisture and other changes in environmental parameters (e.g., crop diversification, water conservation and delivery, flexible market and trade systems).
Biodiversity/Natural Resources	Number of programs that are increasing the adaptability of natural ecosystems and levels of biodiversity to changes in temperature, water availability, pest and pathogen presence or prevalence, soil moisture and other changes in environmental parameters (e.g., establishment of biological corridors, habitat conservation, preservation of ex situ germplasm).
Human Health and Nutrition	Number of programs that are reducing vulnerability to climate change through improved access to and quality of health services, vector control, nutrition and environmental health interventions.

	Key Area Codes	Codes for Type of Programs
Coastal Zones	i	1. Urban/Infrastructure
		2. Natural Resource
Emergency Preparedness	ii	1. Early Warning System
		2. Humanitarian Response
		3. Capacity Building
Agriculture & Food Security	iii	1. Research and Development
		2. Policy Reform
		3. Extension/ Demonstration
Biodiversity/Natural Resources	iv	1. Preservation of Biodiversity
		2. Forest Conservation
Human Health and Nutrition	v	1. Improved Quality of Health Services
		2. Vector Control
		3. Improved Nutrition

Information Annex Topic: Greater Horn of Africa Initiative

Information Annex Topic: Non-presence Countries (npcs)

Information Annex Topic: Success Stories

Information Annex Topic: Supplemental Information

Institutional and Organizational Development Annex Notes

Institutional and organizational development is at the heart of G/HCD's program. All of the Center's SOs have the goal of developing host-country institutions and organizations. A few examples will be given here under the topics requested.

Systematically programmed in results frameworks. Support for institutional and organizational development is systematically programmed in results frameworks in both capacity development and institutional performance terms. SO1, Basic Education, focuses on the institutional development of the primary education sector: ministries, schools, and NGOs. All six of the IRs are explicitly institutional development and are so reflected in the SO's results framework. SO2, Higher Education, strengthens universities and workforce institutions through U.S.-host-country linkages, training for leadership, and the application of workforce diagnostic tools. The programs of SO3, Training, are specifically designed to strengthen institutions critical to Mission results through a variety of leadership and support mechanisms. The results framework for SO4, Information Technology, reflects programs that strengthen institutions that are critical to policy reform, serve the public, and apply information technology and telecommunications services to development objectives.

Cross-cuts Agency goal areas. In addition to supporting the development of institutions in the education and telecommunications sectors, most of G/HCD's programs support organizational development across all sectors. University linkages and workforce initiatives are found in all goal areas. Training by definition is cross-cutting, as is the application of information technology.

Provided to public sector, private for-profit, and private non-profit organizations. The Center's programs strengthen **public sector** institutions in primary and higher education, telecommunications, and across the rest of the Agency goal areas. **Private for-profit** organizations benefit in the form of training programs and workforce development analyses. **Private non-profit** organizations are the target of a variety of strengthening programs, as NGOs become more significant Mission and Center partners. Both public institutions and NGOs have been assisted by a pilot effort of SO3 aimed at developing local training capacity using the Institutional Performance Improvement model. This pilot will be scaled up in the coming year.

Supports a variety of types of capacity building (e.g. financial accountability and sustainability, management and leadership, service delivery, political advocacy, technical expertise).   All of these types of capacity building are prominent in G/HCD programs. Most noteworthy are activities strengthening primary and higher education institutions and support for Mission training in all these types and many more. Several of these areas are also addressed by the Center's telecommunications programs.

Additional information on institutional and organizational development can be found throughout this R4, in other Center publications, and on request.

Information Annex Topic: Updated Results Framework Annex

Part A. Results Framework. Provide a listing of the Operating Unit's Current Results Framework

SO 1: BASIC EDUCATION, ESPECIALLY FOR GIRLS, WOMEN, AND OTHER UNDER-SERVED POPULATIONS, IMPROVED AND EXPANDED

Ind 1.0.1: Gross primary school enrollment ratio (average of countries with USAID basic education programs)

Ind 1.0.2: Primary school gender equity ratio (average of countries with USAID basic education programs)

Ind 1.0.3: Primary school retention/survival rate to grade five (average of countries with USAID basic education programs)

IR 1.1: Basic education policies strengthened and institutional capacity built

Ind 1.1.1: Number of countries in which G/HCD strategies, assessments, analyses, techniques and lessons learned are applied for improving basic education policies and institutions

Ind 1.1.2: Education policies revised in countries that have used G/HCD policy tools

IR 1.2: Knowledge about formal and out-of-school basic education learning environments generated and disseminated

Ind 1.2.1: Number of G/HCD diagnostic studies or applied research activities carried out to increase knowledge about critical factors and interventions that improve the quality of basic education for children and adults

Ind 1.2.2: Number of countries applying pilot testing classroom-level interventions of using other G/HCD direct technical assistance to improve basic education for children and adults

IR 1.3: Access to quality basic education improved through the application of educational technology

Ind 1.3.1: Information technology "models of use" developed and assisted that increase access to quality basic education

Ind 1.3.2: Number of education institutions applying G/HCD "models of use" that increase access to quality basic education

IR 1.4: The accuracy, timeliness, and accessibility of data for basic education policy and program planning improved

Ind 1.4.1: Number of countries requesting and receiving G/HCD assistance that results in the improvement of their national education management information systems (EMIS)
Ind 1.4.2: Instruments for improving basic education data collection, analysis or dissemination developed or updated
Ind 1.4.3: Number of countries using education surveys or other quantitative or qualitative methodologies developed by G/HCD to collect or disseminate accurate and timely basic education data for policy and program planning

IR 1.5: Capacity for providing basic education in countries in crisis or transition increased
Ind 1.5.1: Number of G/HCD strategies and operational plans developed to improve basic education in countries in crisis or transition

IR 1.6: Knowledge about expanding learning opportunities for children 0 to 6 years old generated and disseminated to improve child development
Ind 1.6.1: Number of new activities for expanding opportunities for children 0-6 years old developed as a result of G/HCD-funded workshops held by regional networks

SO 2: THE CONTRIBUTION OF HOST-COUNTRY INSTITUTIONS OF HIGHER EDUCATION TO SUSTAINABLE DEVELOPMENT INCREASED

Ind 2.0.1: Number of expanded host country intersectoral partnerships and networks
Ind 2.0.2: Number of host country institutional responses to development needs

IR 2.1: Higher education institutions, workforce institutions, and their extended partners engaged in policy initiatives
Ind 2.1.1: Number of higher education institution engagements in countries' policy dialogues

IR 2.2: Higher education institutions' internal management capacity increased
Ind 2.2.1: Number of higher education institutional programs, policies and curricula adapted

IR 2.3: The development capacity of other institutions increased through higher education
Ind 2.3.1: Number of institutions with increased development capacity through partnership programs

Ind 2.3.2: Number of institutional improvements attributable to U.S.-educated leaders

IR 2.4: The capacity of developing country workforce populations increased through skills that match market demand
Ind 2.4.1: Number of demand-driven workforce skills development initiatives launched with appropriate Mission activities enhanced

SO 3: TRAINING IMPROVES WORK PERFORMANCE OF HOST-COUNTRY TRAINEES AND EFFECTIVENESS OF HOST-COUNTRY ORGANIZATIONS

Ind 3.0.1: Percent of sampled work units improving performance

IR 3.1: The quality and impact of training in selected countries increased by G/HCD focus on training quality, equity, and cost-containment
Ind 3.1.1: Number of Missions using TraiNet
Ind 3.1.2: Percent of women among new training starts
Ind 3.1.3: Percent of training contractors reporting satisfaction with HAC system

IR 3.2: In-country training capacity increased
Ind 3.2.1: Number of Missions collaborating with G/HCD to strengthen local NGO training capacity
Ind 3.2.2: Number of Missions collaborating with G/HCD on addressing distance learning approaches

SO 4: ACCESS TO AND APPLICATION OF INFORMATION AND TELECOMMUNICATIONS SERVICES EXPANDED

Ind 4.0.1: Number of countries implementing national programs to extend telecommunications services to the under-served

IR 4.1: Policy, law and regulatory reforms adopted to allow improved and more affordable telecommunications services
Ind 4.1.1: Number of countries adopting policies, laws or regulatory reforms to facilitate liberalization of telecommunications

IR 4.2: The capacity of communications institutions servicing the public to expand and improve information technology and telecommunications services improved

Ind 4.2.1: Number of key personnel trained who modernize their telecommunications systems and services

IR 4.3: The application of information technology and telecommunications services increased to achieve development objectives
Ind 4.3.1: Number of information technology "models of use" developed
Ind 4.3.2: Number of public institutions and NGOs, including ministries and extension offices, applying "models of use" to improve information and learning systems

Part B. New Indicator Reporting. Provide a report of indicators from the Operating Unit's Performance Monitoring Plan that the Operating unit proposes to report on in next year's R4 submission which are <u>different</u> from the indicators currently being reported.

**This applies to on-going strategies only. Indicators that will be used next year as part of a newly approved strategy need not be listed here.

SO Name:

Indicator Level: Strategic Objective

Current Indicator Name

Proposed Indicator Name:

	Actual	Planned
Baseline Year		
Target 2002		
Target 2003		

Information Annex Topic: Institutional and organizational development

What the information annex will be used for: prepare the cross-cutting theme chapter of the FY 2000 Performance Overview.   The 2000 revision of the Agency Strategic Plan includes five cross-cutting themes in addition to the six Agency goals and the management goal. It also includes a commitment to report on one of the themes in depth in the Performance Overview each year. Institutional and organizational development has been chosen as the theme to be reported on in the 2000 Performance Overview.

The Performance Overview chapter aims to document the following points, based on the information requested:
* support for institutional and organizational development is systematically programmed in results frameworks for the majority of Agency OUs;
* support for institutional and organizational development systematically cross-cuts Agency goal areas in OU programs;
* institutional and organizational development support is provided to public sector, private for-profit and private non-profit organizations consistent with program objectives;
* a variety of types of capacity-building (e.g., financial accountability and sustainability, management and

Guidelines for Identifying Institutional Capacity Development.   An institutional development IR should contain two elements: (1) the name of the overarching institution concerned and (2) the change taking place. IRs Institutions are defined as the "rules of the game" and the measures for enforcing those rules. In other words, for our purposes, institutions refer to the broad political and economic context within which development processes take place. These include policies, laws, regulations, and judicial practices. They also refer to less tangible practices like corruption, presence or lack of transparency and accountability. The rules and norms we are concerned with are political and economic, not social.   Not every IR about policy is to be called institutional development. If the IR is about adopting/implementing a specific policy, it is not institutional development-- it falls under the goal area for the sector it addresses. Include only IRs about changing the

Guideline for Identifying Organizational Capacity Development IRs. The IR should have these elements: (1) I\It must name or allude to a specific organization or type of organization (an organization is a group of individuals bound by some common purpose to achieve objectives) and (2) it has to how or what action is being done to develop the organization.

Verification	Objective ID	IR No.	IR name	Indicators	Public sector	Private for profit	Private non-profit
y	935-001	IR 1.1	Basic education policies strengthened and institutional capacity built	assessments, analyses, techniques, and lessons learned are applied for improving basic education policies and institutions; 2. Education policies revised in countries that have used G/HCD policy tools	y	n	y
y	935-001	IR 1.2	Knowledge about formal and out-of-school basic education learning environments generated and disseminated	Number of countries applying pilot testing classroom-level interventions of using other G/HCD direct technical assistance to improve basic education for children and adults	y	n	y
y	935-001	IR 1.3	Access to quality basic education improved through the application of educational technology	Number of education institutions applying G/HCD "models of use" that increase access to quality basic education	y	n	y
y	935-001	IR 1.4	The accuracy, timeliness, and accessibility of data for basic education policy and program planning improved	Number of countries requesting and receiving G/HCD assistance that results in the improvement of their national education management information systems (EMIS)	y	n	n
y	935-001	IR 1.5	Capacity for providing basic education in countries in crisis or transition increased	Number of G/HCD strategies and operational plans developed to improve basic education in countries in crisis or transition	y	n	y
y	935-002	IR 2.1	and their extended partners engaged in policy initiatives	Number of higher education institution engagements in countries' policy dialogue	y	n	y
y	935-002	IR 2.2	Higher education institutions' internal management capacity increased	Number of higher education institutional programs, policies, and curricula adapted	y	n	y
y	935-002	IR 2.3	The development capacity of other institutions increased through higher education	1. Number of institutions with increased development capacity through partnership programs; 2. Number of institutional improvements attributable to US-educated leaders	y	y	y
y	935-002	IR 2.4	The capacity of developing country workforce populations increased through skills that match market demand	Number of demand-driven workforce skills development initiatives launched with appropriate Mission activities enhanced	y	y	y
y	935-003	IR 3.2	In-country training capacity increased	Number of Missions collaborating with G/HCD on assessing models to strengthen local NGO training capacity	y	n	y
y	935-004	IR 4.1	Policy, law and regulatory reforms adopted to allow improved and more affordable telecommunications services	Number of countries adopting policies, laws or regulatory reforms to facilitate liberalization of telecommunications	y	y	y
y	935-004	IR 4.2	The capacity of communications institutions servicing the public to expand and improve information technology and telecommunications services improved	Number of key personnel trained who modernize their telecommunications systems and services	y	y	y

			The application of information technology and telecommunications services increased to achieve development objectives	Number of public institutions and NGOs, including ministries and extension offices, applying "models of use" to improve information and learning systems			
y	935-004	IR 4.3			y	y	y

Instructions

Using the definitions of institutional and organizational development stated on the Definitions tab on this Excel workbook, OUs are required to: verify that the IRs and indicators identified for their programs fall within the definition of institutional and/or organizational development provided, correct the list as necessary to add or delete IRs and indicators that match the definition, and identify the recipients of institutional and organizational development support as public sector, private for-profit, private non-profit, marking all that apply in each case. Correct the IR list as necessary to add IRs that match the definition or to delete IRs that do not or that are no longer

Verification

Codes:
Y - IR falls within the definition
N - IR does not fall with the definition
X - This IR has been changed, modified, or dropped.

Public sector, private for profit, and private non-profit

Codes:
Y - Yes
N - No